

IS THE FOUR-DAY WEEK BECOMING A STANDARD
IN THE UNITED STATES?

William Timothy Brown

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UNITED STATES?

By

William Timothy Brown

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Thesis directed by

Norma Maine Loeser, D.B.A.

Assistant Professor in Business Administration

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TABLE OF CONTENTS

Chapter	Page
I. INTRODUCTION	1
Statement of the Research Question	
Scope of the Study	
Purpose and Utility of the Study	
Research Methods Utilized and Method of Analysis	
Organization of the Study	
II. THE HISTORICAL EVOLUTION OF THE STANDARD WORK WEEK IN THE UNITED STATES	9
Period Prior to 1840	
Period From 1840 - 1927	
Period From 1928 - 1968	
Period From 1969 - 1972	
III. ADVANTAGES AND DISADVANTAGES OF THE FOUR DAY WEEK	22
✓Viewpoints of Company Managements and Professional Management Associations	
✓Disagreement Within the Labor Movement	
✓Customer and Client Relations	
✓Viewpoints of Selected Workers	
Perspective of Government	
Society in General	
IV. THE FOUR DAY WEEK AS AN EVOLVING STANDARD IN THE UNITED STATES	85
Management Posture and Planning	
Labor and Worker Roles	
Impetus of Consumers, Clientele and Constituents	
The New Worker Attitudes	
Governmental Influences	

Chapter	Page
V. SUMMARY AND CONCLUSIONS	110
Summary	
Conclusions	
APPENDIX I	122
BIBLIOGRAPHY	123

CHAPTER I

INTRODUCTION

In 1929, approximately five percent of the American work force had switched from the six-day week to the five-day week. By the mid-1940's, the five-day week had become a standard. In late 1970, approximately 30 companies in the United States had switched from the five-day week to the four-day week. Less than a year later, by Labor Day of 1971, appropriately enough, no less than 670 companies had converted to the four-day week.¹ Although only about 130,000 persons out of a total work force of 83 million, less than one-fifth of one percent of the total work force, were employed by firms that had converted, the trend toward change was nevertheless clear. Forty years after the five-day week had first appeared on the American scene, the four-day week was making its debut.

In view of the rather dramatic and rapid geometric growth of this phenomenon in such a short period of time, it is felt that a study of the four-day week in the United States

¹Riva Poor, "A 3-Day Weekend Ahead?", Washington Post, September 5, 1971, sec. D, p. 1.

would be particularly timely, and in view of the distressing unemployment statistics in America today, hopefully useful.

The noted Nobel Prize economist, Dr. Paul Samuelson of the Massachusetts Institute of Technology, has said, in discussing the four-day week:

✓ To the historian of long trends in economic development, it is merely one facet in the steady sweep toward greater leisure and less lifetime toil in a society growing more affluent. With it must be lumped the already shorter 5-day week, the longer period of retirement, and the prolongation of years of formal education and the trend toward more holidays and longer vacations both summer and winter.¹

✓ Indeed, the four-day week is, as Samuelson says, one more facet in the steady sweep toward greater leisure and less lifetime toil. The purpose of this study is to determine, not from the point of view of the historian but as a present day military business manager in the Navy Supply Corps, and as a student, just how widespread the four-day week is now, in early 1972, and to attempt to assess its progress toward becoming the standard work week in the United States.

Statement of the Research Question

The purpose of this study is to determine if we have reached, or are about to reach at this time, a new milestone in

¹Riva Poor, 4 days, 40 hours (Cambridge: Bursk and Poor Publishing Company, 1970), p. 8.

the long-term trend of steady decline in the average length of the workweek. The primary research question for this paper shall be: Is the four-day week becoming a standard in the United States? In order to arrive at a valid, or at least plausible, answer to this question, it will be necessary to ask other subsidiary questions, such as: What is the four-day week? What different forms does it take? What has been the growth trend of this phenomenon in the last few years? What are its strengths and weaknesses, as seen by management, labor, workers, government? What are reactions to date where it has been implemented? What are the prospects for its future as seen by management and labor officials, workers, government and, finally, the author? By gathering and analyzing the answers to these questions, and by relating their implications to the overall historical patterns of industry and labor in general in the United States, the answer to the primary question will begin to make itself apparent.

Scope of the Study

The scope of the study includes a history of the length of the workweek in the United States from the time when it was first recognized as a specific period of days or hours through today. This is done, of course, to give strength to the contention of many, Dr. Paul Samuelson included, that the

shortened workweek does not find its birth in the four-day week, but rather that the four-day week is just one more page in the ongoing story of a gradually but continually shortening workweek. It includes current views of labor and management officials, workers, families of workers, government officials and consumers and clients of companies on the four-day workweek. In addition to the above-mentioned history of the workweek in general, a detailed history of the life of the four-day workweek in particular is provided. Finally, predictions as to its future on the American scene are included.

Purpose and Utility of the Study

The purpose of the study is to provide an up-to-date view of the four-day workweek as it stands in the United States in early 1972. It is hoped that its social and economic benefits will become apparent to those who read it. Its contributions in the areas of additional leisure, greater productivity, greater use of capital equipment, decreased (by 20 per cent) commuting time into cities by workers, with the attendant benefits in terms of improved travelling conditions, decreased air pollution from automotive exhausts, and decreased demand on mass transportation facilities, are all discussed. It is hoped that this study will at least

make people aware of the benefits that may be available to the innovative companies and workers willing to undertake this new approach. Finally, it is hoped that the new leisure time industry which will be created will help solve a considerable portion of the unemployment problem.

Research Methods Utilized and Methods of Analysis

Because of the fact that the four-day workweek as such is still a relatively new phenomenon, there is little available directly related in terms of published books. Because of its current popularity, however, there are many people available for interview who are currently involved with the subject in one facet or another. Officials of management, labor and government have been corresponded with and personally interviewed. Companies currently utilizing the four-day workweek have made results of their innovative experiments available and various labor officials have gone on record by personal letter or in interviews. There is considerable literature available concerning the historical evolution of the workweek and general workweek reduction. Specific material regarding the four-day workweek, however, came from magazines, newspapers, interviews, correspondence, and transcripts of U. S. Labor Department and Congressional hearings.

Analysis of experiences encountered to date by various

companies utilizing the four-day workweek has been quantified and is presented in that form. Actual percentile changes in productivity, absenteeism, employee turnover and other related areas is available and has been utilized. Inductive reasoning combined with analysis of historical performance has been applied in projecting the future of the four-day workweek. The predictable reactions of the opposing management and union camps have been analyzed, therefore, and, taken in tandem with typical past resolutions of such conflicts, have provided the author with what he considers reasonable grounds on which to base the projections offered.

Organization of the Study

In Chapter II, the historical evolution of the standard workweek in the United States is detailed. It is broken into four basic periods: 1) Period prior to 1840, when little or no attention was paid to length of workweeks, and workdays were generally from sunrise to dusk for agricultural workers. The occasional efforts of urban employees to secure shorter hours were generally not effective because of lack of the power to enforce agreements made;¹ 2) Period from 1840-1927, beginning with President Van Buren's executive order in 1840 establishing

¹National Industrial Conference Board, The Five-Day Week in Manufacturing Industries (New York: National Industrial Conference Board, 1929), p. 9.

a ten-hour day in all government-operated industries, encompassing the rise of the labor unions, and ending with the advent of the five-day week in 1927; 3) Period from 1928-1968, including the firm establishment of the five-day week, the full development of the concept of premium pay for overtime, and the various laws dealing with the workweek and workday including the Black-Connery Bill (never passed), the Walsh-Healey Act (1936), and the Fair Labor Standards Act (1938); 4) Period from 1969-1972, with the advent of the four-day workweek as a new standard.

In Chapter III, the advantages and disadvantages of the four-day workweek are analyzed from the points of view of management, labor, consumers and clients, workers, and the government.

In Chapter IV, a study is made of reactions to date where the four-day workweek has been implemented. Reactions of management in the form of statistical analyses are examined, and the feelings of workers, families of workers, government officials, and others are explored.

In Chapter V, the prospects for the future of the four-day workweek are examined. The outlook as seen by management and labor are detailed. The present feelings of the concerned parties are related to previous historical milestones in the

evolutions of the workweek and the future growth of this movement is projected by the author.

CHAPTER II

THE HISTORICAL EVOLUTION OF THE STANDARD WORKWEEK IN THE UNITED STATES

Period Prior to 1840

Prior to 1840, little attention was paid by formal groups to the length of the workday or workweek in the United States. Consideration was given to the Sabbath, but to little else, as the bulletin posted by a merchant for his employees in 1822 indicates (below). Not only did employers monopolize their employees all day, but they presumed the right to control their lives during off-duty hours.

Rules for Clerks

1. This store must be opened at Sunrise. No mistake. Open six o'clock A.M. Summer and Winter. Close about 8:30 or 9:00 P.M. the year round.
2. Store must be swept-dusted-doors and windows opened-lamps filled, trimmed and chimneys cleaned-counters, base shelves and show cases dusted-pens made-a pail of water and also the coal must be brought in before breakfast, if there is time to do it and attend to all the customers who call.
3. The store is not to be opened on the Sabbath day unless absolutely necessary and then only for a few minutes.
4. Should the store be opened on Sunday, the clerks must go in alone and get tobacco for customers in need.

5. The clerk who is in the habit of smoking Spanish Cigars-being shaved at the barbers-going to dancing parties-and other places of amusement and being out late at night-will assuredly give his employer reason to be ever suspicious of his integrity and honesty.
6. Clerks are allowed to smoke in the store provided they do not wait on women with a "stogie" in the mouth.
7. Each clerk must pay not less than \$5.00 per year to the Church and must attend Sunday School regularly.
8. Men clerks are given one evening a week off for courting and two if they go to prayer meeting.
9. After the 14 hours in the store the leisure hours should be spent mostly in reading.¹

The workdays of agricultural workers likewise started at sunrise and lasted until sunset, and the occasional efforts of city workers to obtain shorter workdays were generally unsuccessful due to the lack of power of the workers to enforce agreements made.²

¹Quoted from Erwin O. Smigel, Work and Leisure (New Haven: College and University Press, 1963), pp. 11-12. He discovered it in Delbert C. Miller and William H. Form, Industrial Sociology (New York: Harper and Brothers, 1952), p. 561. They discovered it in "We and Our Business" (Carson, Pirie, Scott and Company, 1927), p. 20.

²National Industrial Conference Board, The Five-Day Week in Manufacturing Industries (New York: National Industrial Conference Board, 1929), p. 9.

Period from 1840-1927

This period begins with President Martin Van Buren's executive order in 1840 which established a ten-hour day in all government operated industries. The first authentic instance of the granting of an eight-hour day came two years later, according to John R. Commons, when in 1842 ships' carpenters and caulkers at the Charlestown, Massachusetts Navy Yard were placed on an eight-hour schedule.¹ During the 1840's and 1850's, various state laws pertaining to workweek regulation were passed. They were not extremely effective, however, as employers frequently failed to comply with the laws and the bureaucracy was not organized to ensure their enforcement. During the 1850's the labor unions began to wield sufficient power to make their demands listened to and often accepted. Oddly enough, the unions attempted to discourage legislative action which would reduce the workweek. In so doing, the unions were then able to achieve shorter workweeks through strikes and collective bargaining. This tactic enabled the unions to take credit for what the various legislatures would have otherwise been credited with by workers. The unions were thus able to extend their influence by replacing legislative bodies as the predominant influence

¹AFL-CIO Executive Council, "Statement on the National Economy", August 9, 1971, San Francisco, California.

in the steady march toward the shorter workweek.

Work hours legislation resumed in 1867, when New York, Missouri, and Illinois passed eight-hour laws and Wisconsin passed an eight-hour day for women and children. In 1869, President Andrew Johnson established an eight-hour day for certain federal employees as well as for workmen and laborers employed by or on behalf of the federal government. The very first convention of the AFL called for a general strike for May 1, 1886, if the "eight-hour day were not attained."¹

By 1900, the standard working week of wage earners averaged approximately 57 hours. By 1909, the average had been reduced to about 55 hours, and by 1919 to about 51.3 hours. During the decade of the 1920's there was further gradual reduction, and by 1929 an average of about 50 hours was reached. There was, however, a wide variation among the different divisions of industry, running from around 44 hours in coal production and the manufacture of men's clothing to as high as 60 hours in some divisions of the iron and steel industry.²

¹AFL-CIO Executive Council, "Statement", August 9, 1971.

²Harold G. Moulton and Maurice Leven, The Thirty-Hour Week (Washington, D. C.: The Brookings Institution, 1935), p. 9.

The Supreme Court handed down two decisions which contributed in part to the general reduction of the standard workweek in the early 1900's. In Mueller v. Oregon¹ the court upheld the constitutionality of laws restricting the hours of work for women. In so doing, the court affirmed the right of the state to exercise its police power for the protection of the health of women. In Miller v. Wilson² the court ruled that a California law regulating hours of work for women was constitutional. By 1927, only five states (Alabama, Florida, Indiana, Iowa, and West Virginia) did not have laws restricting the hours of work for women.

The long-term trend toward the reduced workweek met with opposition, stated in terms which would stun the average unionist, or management member for that matter, in 1972. Judge Elbert Gary, head of U. S. Steel, said, "The Commandment says, 'Six days shalt thou labor and do all thy work'; the reason it didn't say seven days is that the seventh day is a day of rest and that's enough."³

¹Mueller v. Oregon, 208 U.S. 412, 28 Sup. Ct. 324 (1908).

²Miller v. Wilson, 236 U.S. 373, 35 Sup. Ct. 342 (1915).

³Hearings before the United States Department of Labor, Employment Standards Administration, Wage and Hour Division, p. 109 (September 7-9, 1971). Testimony of Mr. Tom Hannigan, Director of Research and Education, International Brotherhood of Electrical Workers.

A. H. Mulliken, President of Pettibone Mulliken

Company, said:

The dangers of the five-day workweek (are that the workman) . . . would abuse the additional time; would waste it in unnecessary pleasure, if not in vicious habits; it would mean a waste of workmen's energy; encourage a disposition to loaf; create a desire for many things that would be not only unnecessary, but burdensome as to purchase and payment and involve men in debt. It would also create among their families a desire for luxuries and to use the additional holiday for display and injurious amusement.¹

John E. Edgerton, President of the National Association of Manufacturers, said: "I regard the five-day week as an unworthy ideal. It would be an economic 'faux pas' imposing further penalties upon industry and undermining our social structure."²

Period from 1928-1968

The first large company to adopt the five-day workweek for its employees was the Ford Motor Company. By 1929, Ford had adopted a six-day plant operation, although individual employees were on a five-day schedule. This was accomplished

¹Ibid., pp. 109-110.

²Ibid., p. 110.

by a system of overlapping shifts. It was during this period, in the late 1920's and early 1930's, that the five-day week began its approach toward achieving the status of the standard workweek. There is an almost identical evolution taking place in 1972 as took place in that period. The same arguments, both pro and con, are currently being offered concerning the four-day week as were advanced forty years ago when the five-day week came into existence. In 1926, at a time when less than 5 per cent of the country had switched from the six-day workweek to the five-day workweek, a National Association of Manufacturers Pocket Bulletin was published in Washington, D. C. Its title was: "Will the Five-Day Week Become Universal? It will not!"

Questions of worker fatigue if the workweek were reduced by one day and if each of the remaining workdays were increased to make up for the lost day, questions of productivity, utilization of capital equipment, and social-leisure time problems were discussed then as now. A sharp decrease in the workweek took place, however, during the early years of the Great Depression. It was hoped that a shortened workweek would "spread around" available work and help, in that sense, to alleviate the massive unemployment problem. Two bills designed to aid in "sharing the work" were introduced in 1933.

Known collectively as the Black-Connery Bill, they were designed to limit the workweek in interstate commerce industries to 30 hours. The Black Bill passed the Senate by a vote of 53-30 on April 6, 1933. The Connery Bill failed to reach a vote in the House and was replaced by the National Industrial Recovery Act of 1933, which provided for a maximum workweek of 40 hours. The Fair Labor Standards Act of 1938 allowed workweeks of more than 40 hours, but discouraged their use by providing for time-and-one-half pay for hours worked in excess of 40 per week. The Depression, then, though a curse to the working man, left him with the new standard workweek of 40 hours after it had receded and the economy began to return to a more healthy state. The Recession passed, but the 40-hour week remained.

The Walsh-Healey Public Contracts Act, passed in 1936, provided for time-and-one-half payment for all hours over 8 in one day or 40 in one week to workers on all government contracts calling for the manufacture or furnishing of materials, supplies, articles or equipment in excess of \$10,000.

Appendix I illustrates the steady decline in the average weekly hours of work which is a result of numerous contributing factors, among them increased productivity

brought on by technological advance, and the steady efforts of labor organizations. In 1957, George Meany, President of the AFL-CIO, said, "In effect, the progress toward a shorter workday and a shorter workweek is a history of the labor movement."¹

Efforts to further reduce the workweek continued into the 1960's. During the century from 1860 through 1960, the average weekly hours of work had decreased from 68 hours to 41 hours. (By 1971, the Labor Department would report that the average workweek was 37.3 hours.) Throughout the 1960's, however, the standard workweek remained at 40 hours, with notable exceptions. Many locals of the International Brotherhood of Electrical Workers won a 25-hour week with time-and-one-half pay for all hours worked in excess thereof. According to Howard Coughlin, President of the Office and Professional Employees International Union, AFL-CIO, the average white collar worker in the eastern United States was working a 37½-hour week by 1970.² Various attempts were made to use the reduction of worktime as a means of combating unemployment. The Kennedy and Johnson Administrations resisted

¹Ibid., p. 109.

²"A Four-Day Week is Inevitable", Administrative Management, May 1970, p. 22.

these attempts. The Kennedy Administration, through Secretary of Labor Arthur J. Goldberg, opposed government action which would shorten the workweek or encourage the "spreading around of work" by increasing penalty rates for overtime. Secretary Goldberg said: "The President and the Administration do not feel that reduction of hours will be a cure to our economic problems or to unemployment. . . . It will not be the cure. . . ." ¹ The Johnson Administration sought to amend the Fair Labor Standards Act to provide for double pay in overtime situations in certain industries. This was an attempt to create new jobs and decrease unemployment without shortening the workweek. The bill never received a hearing in the Senate Committee on Labor and Public Welfare.

In the late 1960's, the modern four-day week as treated in this study began to appear. The question as to who actually should receive credit for the innovation is unanswered and probably will remain so. It is known, however, that the four-day week has been utilized by oil industry truckers for almost 30 years. However, the oil industry usage of the four-day week can be traced to the nature of the industry and not to the reasons usually advanced by today's proponents of

¹"Goldberg Decries Cut in Workweek", New York Times, May 16, 1962, p. 31.

the four-day workweek--greater productivity, increased leisure and decreased commuting time. Oil truckers split the 24 hours available each day into two 12-hour segments. For the first 10 hours the truck and driver are on the road making deliveries; the driver then finishes his tour of duty and returns the truck. The next 2 hours are spent refilling and servicing the truck. The new driver then reports to start the second half of the 24-hour cycle. Two 10-hour delivery periods and two 2-hour service and refill periods fill out the 24 hours. While this is the first known example of the four 10-hour day workweek concept, it is mentioned here separately because of the reasons it came into being (necessity and convenience rather than innovation and social progress) and because its inception is so far removed from the principal time period we will be dealing with in future sections of this study. The first recorded change to the four-day workweek made out of a desire to innovate, and not out of necessity, which the author was able to locate, involved the Merrill Engineering Laboratories of Denver, Colorado. In April of 1965, Marcellus S. Merrill, an inventor/businessman in Denver, decided that the four-day workweek would enable him (and his small group of employees) to achieve two desirable goals:

1. A long weekend, every weekend, in the mountains near Denver; and
2. The avoidance of the increasing traffic encountered in commuting to and from work during rush hours in the rapidly growing Denver area.

In April 1965, three employees of Merrill Engineering Laboratories tried the new four-day week. By the same time the next year, all eligible members of the staff had requested to go on the four-day, 40-hour workweek. For almost seven years, as of this writing, they have remained on this workweek. The company feels that the four-day week has provided certain tangible advantages. Among these are:

1. A general appreciation by the employees;
2. The ability to attract more desirable new employees;
3. Production is up and morale is high;
4. If overtime is necessary, it is worked Friday and a two-day weekend is still available.

Period from 1969-1972

As of Labor Day 1971, 670 out of more than 5 million business organizations in the United States had converted to the four-day workweek. This represented firms that employed 130,000 people out of 83 million employed persons.¹ By percentage, this represented slightly more than 1/100 of 1 per cent of the

¹Poor, "A 3-Day Weekend Ahead?", p. 1.

workers. An initial glance at these statistics would seem to indicate that the four-day workweek is so little used as to be of no interest to the student of such matters. However, nothing could be further from the truth. The real story of the four-day week lies in the rapid growth it has experienced in the past few years. According to Riva Poor, editor of 4 days, 40 hours,¹ at least 367 companies were on a four-day week or some variation of it by June 1971. Compared to the thirty-six companies known to have been involved in the shortened or rearranged workweek in October 1970, this represented a tenfold increase in an eight month period. By September 7, 1971, when she testified before the U. S. Labor Department hearings, she stated the figure had grown to 670 companies.² There is, at this writing, no sign that this pattern of rapid geometric growth is slowing down. The four-day workweek had received widespread national publicity by the end of 1971, and was a topic much discussed in business and labor circles as 1972 began.

¹Poor, 4 days, 40 hours, p. 8.

²Hearings, p. 22.

CHAPTER III

✓ ADVANTAGES AND DISADVANTAGES OF THE FOUR-DAY WEEK

Viewpoints of Company Managements and Professional Management Associations

✓ There are a number of ways of presenting the viewpoints of the various management groups concerning the four-day workweek. The statements and studies of various management groups and associations will be presented and discussed. The actual experiences of firms who have utilized, and are currently utilizing, this innovative approach will also be presented. To begin, the following statement by William R. Walter, labor relations attorney, Chamber of Commerce of the United States, during testimony before the U. S. Labor Department, September 9, 1971, reflects the officially stated position of one business management group of great national importance:

✓ . . . our position at this time is that individual management and individual unions should be free to negotiate whatever working conditions they choose to negotiate. The four-day, 40-hour workweek falls into the . . . situation, that those employers who want to adopt it should be free. That is why we are taking the position that this barrier . . . should be removed.

✓ The "barrier" to which William Walter referred is the legal "barrier" to the four-day, 40-hour workweek often referred to by management officials. This legal "barrier" is best described in the words of Eric Feirtag, government counsel, at the September 1971 Labor Department hearings previously referred to:

. This hearing is primarily concerned with the problem facing government contractors who want to adopt a four-day, 40-hour workweek and still avoid the payment of overtime after eight hours.

There are two laws which currently prevent this. The first is the Walsh-Healey Public Contracts Act which applies to the contracts calling for the manufacture or furnishing of materials, supplies, articles and equipment in excess of \$10,000.

The second is the Contract Work Hours and Safety Standards Act which applies to most construction contracts in excess of \$2,000, to service contracts in excess of \$2,500, and to those supply contracts in excess of \$2,500 but less than \$10,000.

✓ As these two laws are presently written, any firm performing work covered by either of these two laws which changes its workweek to four 10-hour days must pay its employees 44 hours pay each week. While many firms do not perform any government contract work, the rapidly expanding size of the public sector nevertheless makes the group a large one, indeed, and one that is growing larger every year. Additionally, firms that are not hampered by these laws quite often run into the

same barrier in the form of union agreements requiring the time-and-one-half penalty payment after 8 hours per day and after 40 hours per week.

The principal disadvantage, then, to management is the requirement to pay 44 hours pay in many instances to workers who would be placed on a four-day, 40-hour workweek. Advantages to management, however, are numerous. One of the greatest concerns of management is getting the maximum benefit out of expensive capital equipment. Many firms found that they were utilizing their expensive capital equipment only 40 hours per week. By changing to the four-day week for employees, but keeping the plant operating five days a week, use of capital equipment in some cases increased by 25 per cent. Many five-day, 8-hour runs per week on machinery were changed to five 10-hour runs, resulting in a total operating increase from 40 hours per week to 50 hours per week. One case in point is Dalton Precision Castings of Cushing, Oklahoma. Since shifting to the four-day workweek for employees, the firm enjoys much better use of its capital equipment, with machinery now getting some 140 hours (two shifts per day, 10 hours per shift, seven days per week) of use each week instead of 120 hours (three shifts per day, 8 hours per shift, five days per week) as on the old five-day plan.

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✕ The James Austin Company, manufacturers of household cleaning products, principally (50 per cent) bleach, in its Mars, Pennsylvania plant, indicated in a letter to the author that the purpose of going to the four-day workweek was to better utilize its high-speed equipment.¹ The equipment was previously run 40 hours per week (8 hours per day, five days per week). Utilizing split scheduling and the four-day workweek, the equipment is now utilized 50 hours per week (10 hours per day, five days per week), an increase of 25 per cent in high-speed equipment usage. An increase in operating efficiency of 19 per cent has been claimed.

✕ Kyanize Paints, Inc. of Everett, Massachusetts is now able to provide improved service to customers because of the longer shipping day. This points up another advantage to the management of firms utilizing a four-day workweek. A firm that manufactures material, such as Kyanize, now has the advantage of completing its 40th hour of production for the week on Thursday evening. It gives Kyanize the competitive advantage of being able to provide its customers with a finished product, ready for shipment, Thursday evening or Friday morning, while its five-day competitor may not be able to provide the same until Friday evening, Saturday morning, or perhaps even Monday.

¹Letter from H. G. Austin, Jr., President, James Austin Company, December 3, 1971.

✓ There has been a marked decrease in absenteeism noted by companies that have switched to the four-day workweek. Management officials generally attribute this favorable reaction to two factors. First, employees who are paid solely on an hourly basis lose 10 hours' pay instead of 8 hours' pay when they miss a day's work. Similarly, if they charge the day off to accumulated sick leave or annual (vacation) leave, they lose 10 hours' accrued benefit, as opposed to 8 hours' benefit utilized previously. In general then, there is 25 per cent more to be lost by the worker than before, either in cash or accumulated benefits. Employees have been more reluctant to miss a day's work, therefore, under the four-day workweek than they were when working five days. Second, employees now have a day off during the week to see doctors, renew drivers' licenses, draw out building permits, in general "go to the City Hall". In general then, they have a set weekday off (Monday or Friday usually) each week to handle personal business. It is no longer necessary to use up, often under the pretense of illness, one of the regularly scheduled workdays to take care of the type of personal business that must be taken care of on weekdays. In this regard, Mayor Sam Massell of Atlanta, Georgia has recently made use of the four-day workweek as a means of making governmental services

more readily accessible to the people of Atlanta. By placing certain employees in City Hall on a four-day week, and by overlapping days off, Mayor Massell has made municipal services, which were only available previously until late afternoon, now available up until early in the evenings. The offices are still open five days a week, but until later every day. This allows citizens a few hours to transact business with city agencies on the way home after normal working hours. Additionally, city employees receive the benefit of the three-day weekend as well as the positive uplift in morale brought about by the appreciative comments of citizens utilizing city services in the early evening hours.

✓ An additional advantage from the management viewpoint is the decrease in turnover of personnel, allowing for decreased expenditures for training and personnel recruitment. The desirability of working for a four-day firm has been a stabilizing factor in employee groups. Likewise, the quality and quantity of applicants who wish to fill the positions which do become vacant is higher than before the switch to a four-day operation, and enables management to recruit better new personnel. This is one advantage, however, which would disappear if a sufficient number of competing firms adopted the four-day workweek. The advantage would then be neutralized.

✓ Another advantage for management is a general reduction in overtime. With a five-day, 40-hour workweek, employers who are desirous of operating their plants for 50 hours in a given week must pay overtime penalty rates currently for the 41st through the 50th hours. However, when utilizing the four-day, 40-hour straight time method, it is possible to keep a plant operating for 10 hours (per shift, 20 hours with two shifts) per day, five days per week without incurring overtime penalty rates. This ability to operate for longer periods by merely alternating workers' days off, is a significant financial advantage to management. A 25 per cent increase in productive hours is thereby achieved with no negative effects (i.e., overtime rates) on the company.

✓ Further increases in efficiency are achievable when utilizing the four-day, 40-hour workweek due to the 20 per cent decrease in time lost to start-ups, shutdowns, and clean-up periods. Having to perform these operations only four times in a 40-hour workweek as opposed to five times in the same period can provide, in some cases, a 1 hour windfall of productive time each week for management. In effect, this may be viewed, as it has been by some firms, as a $2\frac{1}{2}$ per cent (1 hour out of 40 hours) increase in productive time at no cost.

✓ Maintenance generally becomes less of a problem for management under the four-day workweek schedule. Three full days instead of two are available if necessary on maintenance and alteration of machinery, allowing 50 per cent more time than was previously allowed (three days instead of two) to take machinery apart for major maintenance tasks. The aforementioned James Austin Company reports that "maintenance has all of Friday to do work that formerly was 'caught in between'. Saturday overtime has been eliminated."¹

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✓ Another advantage accruing to management under the four-day workweek is the increase in productivity brought about by the higher state of morale evident in workers who enjoy a regular three-day weekend. Productivity increases of from 2 per cent to 20 per cent have been reported by companies currently utilizing the four-day workweek, and many company officials claim that higher morale and happier employees deserve a great share of the credit for this.²

✓ Employers operating on the standard five-day workweek occasionally encounter difficulty now in convincing employees

¹"Firm Finds Success in Four-Day Week", Industry Week, December 21, 1970, p. 24.

²"The Forum", Dun's, September 1971, p. 99.

to work overtime when needed on Saturday or Sundays. Often, rigid family schedules or prior commitments militate against the acceptance of overtime offers, in spite of premium pay available for most overtime. Under the regular four-day schedule, employees reject overtime offers less frequently. The additional pay plus the opportunity to still enjoy two days (Saturday and Sunday) off combine to eliminate, in most cases, the previous instances of overtime refusal. This enables management to gain greater control over its production schedules, and leaves a fifth day each week as a management prerogative in terms of the utilization of overtime and the maintenance of production schedules.

X There has been a significant reduction in tardiness as a problem to company managements which have switched to the four-day workweek. A unique "bonus" system has served in a number of cases studied, as the "carrot" to get employees into the habit of punctuality. One case in point is the Harris Manufacturing Company of Johnson City, Tennessee, makers of oak and maple flooring. When converting to the four-day workweek, Harris' management reduced the total workweek to 38 hours (four 9½-hour days) with no resultant loss in productivity. However, in order to solve a tardiness problem, Harris offered

a 2-hour bonus for perfect, on-time attendance each week. As a result, absenteeism and tardiness are no longer a great problem.¹

X An insurance company executive in Great Neck, New York is convinced that part of the increase in productivity his firm has experienced is due to the periods in the day when employees are now free from distractions, such as phone calls. Daniel S. Sterling, president of Sterling & Sterling, Incorporated, says that "the employees gained 2 hours a day (from 8:00-9:00 a.m. and from 5:00-6:00 p.m.) of working without being interrupted by phone calls.² It is these uninterrupted periods, amounting to approximately 8 hours per workweek in four-day firms, which many company executives credit as one of the principal causes of productivity increases in their firms.

✓ The job of "selling" the four-day workweek to employees who might be reluctant to work a greater number of hours on a daily basis is simplified by a rather clear trend. This trend

¹Allen Harris, Jr., private interview held during meeting of Maryland-District of Columbia-Delaware Hospital Association, Washington, D. C., January 12, 1972.

X ²"Most Employees Praise Four-Day Week", Newsday, undated newspaper article reprint, copyright 1971, Newsday, Inc., Garden City, New York.

is the demonstrated preference of workers for "blocks of leisure"¹, as opposed to preferences for daily or weekly work reductions. Recent labor settlements clearly indicate that workers are more intent on receiving these "blocks" of time off from work than they are in knocking a few minutes off the workday or an hour or two off the workweek. In point of fact, paid vacations and holidays "constituted a record two-fifths of the estimated 50-hour total reduction in annual worktime in the decade of the 1960's."²

✓ This expressed preference for "blocks of leisure time" can constitute a strong weapon for management in the apparent conflict which may emerge between organized labor and the managements of companies wishing to convert to a four-day, 40-hour workweek on a straight time basis. Numerous labor leaders have indicated that they will endorse the four-day, 40-hour workweek only if the time-and-one-half overtime premium is applied to all hours worked in excess of eight per day. If successful in these efforts, labor will achieve the position of having gained a permanent 10 per cent wage increase on a regular basis (44 hours pay weekly for 40 hours

¹Janice Neipert Hedges, "A Look at the 4-Day Workweek", Monthly Labor Review, October 1971, p. 33.

²Ibid., pp. 33-34.

work) for workers whose workweek will remain at 40 hours. If the above described, and previously demonstrated, desire of workers for "blocks of leisure" is strong enough, management may be able to prevail upon workers to accept the four-day, 40-hour workweek at straight time over the currently stated objections of organized labor leaders. Such remains to be seen, and may become the focal point of future management-labor discussions and negotiations centering around conversion to the four-day workweek.

✓ Cash flow is a vital concern to the financial managers of all corporate entities. One of the most obvious advantages obtained by companies able to speed up their cash receipt process is the cash flow improvement. Firms which depend heavily on mail collection of revenues through billings are in a position to improve their cash flow substantially through optimum usage of the four-day workweek. This advantage is clearly demonstrated by the experience of one firm, Pacific Southwest Airlines of San Diego, California:

In our Accounting Department we have found that, shortly after the conversion to the four-day workweek, our billing started going out on time, or a day or so early. This was the first time since PSA has become a large airline, with substantial numbers of credit card holders, that our billing not only went out on time, but early. We are talking about a very substantial item--cash flow. Our billing goes out

early and as a result the payments come back in early or on time. This was an immediate and very important gain as the result of the four-day workweek.¹

✓ The computer is by far the most expensive and most sophisticated piece of office equipment utilized today. It is, therefore, of prime concern to management that this equipment yield the dividends upon which the vast expenditures for automatic data processing systems are predicated. Another immediate result of the four-day week at Pacific Southwest Airlines has been a 25 per cent increase in the regular hours of availability for use of this data processing equipment in the Accounting Department:

✓ In the past, many of the 150 girls in the Accounting Department had to wait to use data processing equipment but now these same girls are working a longer day in which to get the work done, and only half the girls to contend with on Mondays and Fridays.²

✓ There are now 50 hours of data processing time available, during straight time hours, as compared to the 40 hours previously available. Such a relatively small adjustment to work schedules can result in savings amounting to thousands of dollars monthly to corporations making use of expensive data processing equipment.

¹Gary Kissel, Director of Public Relations, Pacific Southwest Airlines, speech to Graduate School of Business Seminar, University of Pittsburgh, November 4, 1971.

²Ibid.

✓ In order to adjudge the change to a four-day workweek feasible, company managements must naturally assure themselves that the change will result in an overall improvement to the company's profit performance. If gains in productivity are severely diminished, neutralized, or even overcome by increased costs, the change will not be considered. The greatest current disadvantage which confronts most companies contemplating the change is the requirement to pay overtime for both all hours worked over eight per day and all over forty per week. Initially, the two provisions may sound redundant. A closer examination of certain industries will show that such is not the case. As an example, the construction industry is used. Due to the fact that this industry is subject to frequent shutdowns caused by bad weather, it is often the practice to work 10-hour days in good weather to make up for time lost due to bad weather. Under current conditions, with either the Walsh-Healey Act or most collective bargaining agreements prevailing, workers receive time-and-one-half pay for each hour worked over eight per day. Thus, if a construction worker works four 10-hour days in good weather and is rained out the remainder of the week, he receives 44 hours pay (32 hours at straight time and 8 hours at time-and-one-half). Even though he only worked 40 hours in the week, the daily overtime provision

provides him with the overtime pay. If, however, Walsh-Healey and other pertinent laws, as well as most collective bargaining agreements, were amended to provide for overtime payment only after 40 hours per week (and not after 8 hours per day) workers in the above described situation would receive 40 hours pay instead of the present 44. Many company executives who currently decline to give serious consideration to adoption of the four-day workweek cite the time-and-one-half provision on a daily basis as the greatest stumbling block.

X In this regard, there is current legislation before the U. S. Senate to amend both the Walsh-Healey Act (41 U.S.C. 35) and the Contract Work Hours Standards Act (40 U.S.C. 328). The bill, S. 2463, introduced on August 6, 1971, by Senator Marlow Cook of Kentucky, was referred to the Committee on Labor and Public Welfare. As the 92nd Congress convened its 2nd session in January 1972, the bill remained in committee with no hearings having been held, nor any scheduled. The Chairman of the Senate Committee on Labor and Public Welfare, Senator Harrison A. Williams, Jr., of New Jersey, introduced on May 13, 1971, a bill, S. 1861. This bill is designed to amend the Fair Labor Standards Act of 1938 by increasing the minimum wage, extending minimum wage protection to persons under the daily and weekly overtime requirements now extant under the Act.

In essence then, Senator Williams' bill is proposing to extend the influence of the daily overtime requirement, while Senator Cook's bill would propose to do exactly the opposite. An examination of this situation from the point of view of political reality (Senator Williams is Chairman of the committee) would seem to indicate that, at least for the time being, the proponents of maintaining and extending the daily overtime requirement would have a distinct advantage. The disadvantage of having to pay time-and-one-half on a daily basis to four-day workweek employees will apparently remain a problem to those company officials whose employees are covered by the Walsh-Healey Act and/or the Fair Labor Standards Act.

X Some employers who are engaged in business activities in which a significant portion of the employees are women with families encounter difficulty in converting to the four-day workweek. Roger Sisk, president of Sisk Mailing Service of Washington, D. C., inaugurated the four-day, 40-hour workweek for his eighty employees, most of whom are women with children, in January 1971. Many of the employees encountered difficulty in getting babysitters for the longer hours. Sisk said that "after a six-month trial the vote was 75 per cent to return to

the five-day week."¹ Twenty per cent of the female employees were reported to have resigned from another firm that converted to the four-day, 40-hour workweek, according to Business Management magazine.² It said that the women cited fatigue and overlong hours, especially when added to the chores they still had to accomplish after arriving home at the completion of the long work day. While there is currently a growing movement afoot in the United States to allow for a greater accomodation of roles between working husbands and wives (i.e., creation of situations whereby the husband who works an 8-hour day would prepare the family meal prior to the arrival home of the 10-hour day wife on those four days of the week when she works), this change has not become a general practice, particularly in rural areas. The problem remains, therefore, at least for the present, and the employer who employs large numbers of working wives will have to be cautious in approaching the four-day workweek. There is a different side to the story from other than the firms who had

¹Letter from Roger Sisk, President, Sisk Mailing Service, Incorporated, Washington, D. C., undated (1971).

²Wilbur Cross, "The Four-Day Workweek is Coming Sooner Than You Think", Business Management, April 1971, pp. 36-38.

trouble retaining working wives as employees. Large numbers of firms report that their women employees were delighted to have Fridays off. They reported general satisfaction with the opportunity to get all housework and shopping out of the way while alone on Fridays. This enabled them to enjoy their free days on Saturday and Sunday without the encumbrances of household work and shopping which previously absorbed a good percentage of their time on Saturdays. As a matter of fact, one report states that in a study of thirty-six four-day firms, "the proportion of female workers averages 60:40 (as against the standard ratio of 40:60)."¹ On the one hand there is evidence, therefore, to suggest that working wives will object as a group to attempts to lengthen the workday beyond 8 hours. On the other hand, there is evidence to indicate that while women constitute 40 per cent of the work force, they constitute 60 per cent of the four-day workweek work force. Be that as it may, businessmen as a rule are not generally considered to be primarily concerned with the domestic problems of their employees, but rather with their company's profits. To the degree that the four-day workweek causes sufficient domestic

¹Riva Poor, "Social Innovation: 4 Days-40 Hours", Columbia Journal of World Business, January-February 1971, pp. 91-96.

disruption to adversely affect the ability of firms or whole industries to obtain and retain sufficient personnel, with subsequent damaging effects on profit performance, it may reverse the trend toward longer days and shorter workweeks. But if sufficient personnel can be obtained, trained, and retained, the domestic difficulties will become the concern of social scientists, and businessmen will continue to innovate in the best financial interests of their companies. This conflict will most likely be resolved in the market place.

✓ Federal government officials engaged in the management of civilian personnel have given considerable attention to the four-day workweek. In one case known to the author, it has actually been implemented, but later discontinued at the direction of higher authority. The case in point is a Department of Defense activity, Naval Regional Procurement Office, Oakland, California. In fact, this change to the four-day, 40-hour workweek was made at the direction of the local officer-in-charge, and not as a result of an official Department of Defense policy. The four-day workweek was optional for these employees and came about as a result of an employee suggestion, followed by a survey in which the employees voted three to one in favor of a 30-day trial. The

labor union was informed and gave its concurrence. Management was apparently able to avoid the payment of overtime by allowing only those employees who requested compensatory time off in lieu of cash overtime payments to work the four-day, 40-hour week. The employees were generally satisfied, as was management. Productivity was maintained, absenteeism went down, and morale was considered improved. The morning "quiet period" (workers started under the new system as early as 6:20 a.m.) was hailed by management as an excellent opportunity for sustained productivity without external interference and gave this West Coast office an expanded daily time period to conduct business by telephone with East Coast contacts. A review of this operation at the Washington level (by the next highest level of command, the Naval Supply Systems Command) resulted in its discontinuance. It was pointed out that the law, 5 U.S.C. 6101, requires that:

✓ Except when the head of . . . a Military Department, . . . determines that his organization would be seriously handicapped in carrying out its functions, or that costs would be substantially increased, he shall provide with respect to each employee in his organization, that . . . the basic 40-hour workweek is scheduled on five days, Monday through Friday¹

¹5 U.S.C., sec. 6101 (a) (3).

X The opinion of the Naval Supply Systems Command went on to point out that the use of compensatory time was restricted to repayment for "irregular or occasional overtime work."¹ It was held that an employee could make a future claim for overtime pay and that, in light of previous Comptroller General precedent decisions in the area, the employee would be sustained. It was decided that the practice could not be applied to regular civilian Navy employees unless some legislative changes occur. The practice was, therefore, discontinued at this Oakland office. In view of the fact that the Federal government is the largest single employer in the nation, its actions in this area will remain an item of considerable interest to followers of the shortened workweek. The above-cited decision was made with the advice and guidance of the Office of Civilian Manpower Management, the Federal government's civilian manpower management policy-making body. It can, therefore, be logically construed to represent the current official government position on the subject. There has been considerable planning in other government agencies in which officials have become convinced of the potential of the four-day week for "meet the public"

¹5 U.S.C., sec. 5543 (a) (1).

agencies. The Social Security Administration's Baltimore office is ready to give the four-day, 40-hour week a trial run if it can receive Congressional approval.¹ In addition, the Civil Service Commission is holding up experimental four-day week shifts for other agencies, pending a change in the overtime law.² Civilian manpower management officials see the greatest advantage as the ability to greatly expand the hours of service provided to the public without the use of additional personnel or overtime pay. Among alternatives being considered are the keeping open of "meet the public" agencies 10 hours a day, six days a week by using Monday through Thursday and Wednesday through Saturday hours. At the present time, the legal problem remains the final obstacle to implementation of the four-day week on a trial basis at the Baltimore Social Security office, as previously mentioned. A recent poll of employees at that agency, conducted by the American Federation of Government Employees, resulted in a desire to experiment by 7,700 out of 9,300 workers polled. Presently, Federal agencies must pay overtime for work in excess of 8 hours a day, or 40 hours a week, to anyone at grade 10 (the last grade before entering

¹Mike Causey, "Agency May Test 4-Day Week", The Washington Post, September 3, 1971.

²Ibid.

management ranks) or below. Congressional action must be taken, however, before any large-scale innovations may be made by Federal agencies.

Disagreement Within the Labor Movement

✓ Although labor unions exist primarily to further the aims and promote the benefit of their members, there appears to be a difference of opinion currently between union officials and workers in general on the merits of the four-day, 40-hour workweek on a straight time basis. While most union officials have indicated strong opposition to 10-hour days without overtime pay, many workers have generally been willing to accept this proposition in exchange for the three-day weekend.

✓ The Bureau of National Affairs, Incorporated, in cooperation with the American Society for Personnel Administration, conducted a survey in mid-1971 of firms utilizing some variation of the four-day workweek. A total of 71 companies, approximately 10 per cent of the firms generally known to have been on the four-day week at the time, replied. Employees of 18 per cent of the firms responding (or 13 firms) were represented by unions. Results showed that 70 per cent of all the workers polled were satisfied outright with the changed workweek. The results of the poll were as follows:

Satisfied	79%
Not Satisfied	1%
Too Soon to Tell	14%
Yes and No	3%
No Response	3% ¹

✓ Union officials, on the other hand, have repeatedly spoken out against the four-day, 40-hour week at straight time. The Labor Department hearings in September 1971 concerning the proposed adoption of the four-day, 40-hour workweek, without payment of time-and-one-half for workdays exceeding 8 hours, drew a host of union officials, all of whom testified in opposition to the proposal, with one exception. The exception was a white collar union, the American Federation of Government Employees, Local 1923. In all blue collar union statements, however, the official opposition was unanimous. Rudolph Oswald, an economist in the Department of Research, AFL-CIO, testified on behalf of that organization in opposition to the concept. He cited, and read into the record, the official position of the AFL-CIO Executive Council on the proposed shortened workweek:

We want to make our position clear. We urge the Department of Labor to reject the current proposal to drop the requirement of time-and-one-half pay for over 8 hours of work per day on government contracts, under the terms of the Walsh-Healey Public Contracts Act and

¹American Society for Personnel Administration, Bulletin to Management, January 6, 1972, p. 3.

the Contract Work Hours and Safety Standards Act. We support union and management efforts, through collective bargaining, to reduce working hours and to re-schedule workweek arrangements, to their mutual satisfaction. However, the 8-hour day standard was achieved after decades of trade union efforts and we believe that the federal laws, covering work on government contracts, must continue to protect workers against excessive hours of work per day, as well as excessive working hours per week.¹

✓ In concluding he stated: "But we are adamantly opposed to the stretching out of the workday and nullifying the 8-hour standard."² Under cross-examination by government counsel, however, Oswald conceded that this position (in opposition) was based on a decision made at the AFL-CIO Executive Board level, and was not based on a poll of the rank and file of the AFL-CIO.³ He went on to say that he felt the four-day week "seems to be an employer ploy."⁴

✓ David Barro, General Counsel, International Brotherhood of Painters, testified on behalf of the president of the union, S. Frank Raftery. His objections to relaxation of the Federal laws requiring daily overtime payments centered

✓ ¹AFL-CIO Executive Council, "Statement".

²Hearings, p. 281.

³Ibid., p. 283.

⁴Kenneth E. Wheeler, Richard German, Dale Tarnowieski, The Four Day Week: An AMA Research Report (New York: American Management Association, Incorporated, 1972), p. 1.

around the topics of lost overtime pay and safety factors in long workdays. The International Brotherhood of Electrical Workers' representative at the hearings argued that "more than 8 hours of work per day is harmful to the moral, social and intellectual development of the worker."¹ He went on to state that it was the union's position that the 10-hour day would prevent workers from participating in community affairs (Little League, P. T. A., etc.) in the evening during the week and that workers who attended early evening college classes would be disadvantaged. Frank Bonadio, President of the Building and Construction Trades Department, AFL-CIO, stated that his Department "strenuously opposes suggestions to modify the Contract Work Hours and Safety Standards Act so as to permit the adoption of a four-day, 40-hour workweek without the payment of time-and-one-half compensation for workdays exceeding 8 hours."² He stated that his Department was intent on protecting construction workers against excessive hours of work per day, as well as per week. He said that their work is "physically demanding and laden with risks to life and limb

¹Hearings, p. 109.

²Ibid., p. 126.

which require unusually high degrees of concentration and attentiveness."¹

✓ Additionally, many union leaders see the four-day, 32-hour week as a desired goal. In addition to gaining this as a general benefit for their members, it is viewed as a solution to the unemployment problem. In September of 1969, I. W. Abel, President of the United Steelworkers Union and President of the Industrial Union Department, AFL-CIO, called for a massive drive for a four-day, 32-hour workweek, without any reduction in pay. He cited the unemployment problem as well as the promises of technological progress which he felt would enable productivity to increase in spite of the proposed workweek reduction. Abel stated that his target for getting his whole union into the four-day (32-hour) week is 1974. In 1971, Abel cautioned a labor convention about management's four-day week intentions with the caustic remark: "The way some of these 'benefactors' maneuver, we have to be careful they don't offer us a two-day week--with two 24-hour days, of course."²

✓ In a recent survey conducted by the American Management Association of member companies currently utilizing the four-day

¹Ibid., p. 127.

²Wheeler, et al, The Four Day Week, p. 1.

week, there were twenty-one firms in which employees are union-represented. In only one of those companies was there an indication of any difficulty in company-union relations brought about by the introduction of the four-day week. The problem apparently revolved around union disenchantment with the four-day week proposal. The union agreed to give the plan a try and later, after the trial period, softened its position. The company now reports a high level of union satisfaction with the new schedule.

X In June 1971, the American Management Association held a meeting on rearranged workweeks. The meeting, scheduled to be held at the Association's New York headquarters, had to be moved to the larger facilities offered by a nearby hotel ballroom when almost 200 managers appeared for the session. The AFL-CIO position, later elaborated on at the August 1971 convention in San Francisco, was not strictly in direct opposition to the four-day week. Frank Pollara, assistant director of the AFL-CIO Research Department in Washington, D. C., told the group that he was not there to advocate or denounce the four-day week. He observed:

. . . apostles of the four-day week remind me of a religious group that has just found the Holy Grail. It is not a momentous social innovation and it's not a panacea . . . the trade union movement is strongly

in favor of a reduction in the total hours worked. . . ."1

X He went on to point out during a question and answer period that the unions' goal is not necessarily the 32-hour week, but a shorter number of hours worked per year. He said: "By and large, most of us (union officials) would look with a jaundiced eye on extending the workday."² He said, however, that they would be willing to study it, although time-and-a-half would have to be retained. It should be pointed out here that there is a disagreement not only between workers in general and labor officials on the subject, but between labor leaders themselves. At this point, it is worthwhile to point out the relationship between the various unions and the influence that they may wield with respect to one another.

J There are basically three tiers in the labor hierarchy. At the bottom is the basic bargaining unit, a chartered local of a national (or international) union. An example would be Local 3 of the International Brotherhood of Electrical Workers, representing electrical workers in the New York City area. That local negotiates its own contracts for its members,

X 1"Interest in Four Day Week Grown", Industry Week, June 21, 1971, p. 10.

X 2Ibid.

and is chartered, but not managed or strictly controlled, by the next highest organization in the tier, the International Brotherhood of Electrical Workers in Washington, D. C. Relationships between locals and national (or international) unions differ and are guided by the union constitution. Most unions, however, do not have the power to overrule agreements reached between locals and employers. The I.B.E.W., however, is an exception. With respect to the four-day, 40-hour workweek, Tom Hannigan, Director of Research and Education for the I.B.E.W., has indicated that the international union "will overrule a local that accepts it" on a straight time basis.¹ Locals, however, generally remain free to respond to the desires of their members, at the risk, however, of revocation of their charter by the International. This interaction between locals and the International, however, normally results in a united front with the International and all its locals taking a common stance on matters of national (or international) concern, such as the four-day workweek. Above the locals and internationals, then, is the highest in the three-tiered hierarchical structure, the AFL-CIO, which is, as its title states, a federation.

¹Tom Hannigan, Director of Research and Education, I.B.E.W., telephone interview, January 18, 1972.

The AFL-CIO is a "loose" organization of national (and international) unions whose executive board is comprised of the President, George Meany; the Secretary-Treasurer, Lane Kirkland; and an executive board comprised of thirty-three of the Presidents of the largest unions in North America. Just as in the relationship between internationals and locals, the relationship between the AFL-CIO and internationals is basically associative. The AFL-CIO does not control the activities of its members, but rather advances their aims and serves as national spokesman and lobbyist for its members. The positions it takes reflect the desires of its member unions, as reflected in executive board policy positions. By examining this hierarchical relationship, it becomes clear that a grass roots movement on the part of unionized workers in overwhelming numbers to accept four-day workweeks in excess of 32 hours at straight time pay could not be reversed by international unions (with few exceptions; e.g., I.B.E.W.) or by the AFL-CIO. The two largest unions outside the AFL-CIO, the Teamsters Union and the United Auto Workers, have already, in fact, become participants in four-day workweek arrangements. There are ten locals of the International Brotherhood of Teamsters currently

working four-day workweeks.¹

The United Auto Workers has a record of innovation. It was the first major union to obtain a cost-of-living escalator provisions in its contracts (in 1948), obtained pensions for its members long before (1950) most other industrial unions, and obtained health care coverage for its members before (1961) the current emphasis made medical care commonplace in labor agreements.² The Union has introduced the four-day week into contract bargaining ever since the 1950's, without success, until the negotiations conducted in late 1970. Douglas A. Fraser, a Vice-President of the U.A.W. and Director of the Union's Chrysler Department, was willing to experiment with the four-day, 40-hour workweek at straight time on an experimental basis. He felt that the opportunity to reduce the "tension, boredom, and repetitiveness of the assembly line" would induce the workers to "opt for the four-day week to get away from the boredom and repetitiveness for three

¹Letter from Abraham Weiss, Director of Research, International Brotherhood of Teamsters, Chauffeurs, Warehousemen & Helpers of America, Washington, D. C., February 4, 1972.

²"The Sabbath Day Grown Longer", Iron Age, January 28, 1971, p. 36.

full days."¹ Chrysler officials were concerned with some serious personnel problems which they looked to the four-day week for help with. The Economist of London reported that absenteeism at Chrysler was "running at around 6 per cent", and went on to state, in typically British style, something that Chrysler and the U.A.W. were both already painfully aware of, that "work in a motor factory is nasty and brutish."² Chrysler claimed that in 1970, a full 4,000 production people quit in their first day of employment, and that it was necessary to hire 40,000 people in 1970 alone to maintain a work force of 120,000. The obvious need to recruit and retain skilled workmen, as well as the necessity to attack the chronic absenteeism problem made the innovation appear to be at least worth a try to both sides.

One Chrysler official said that the company went into the explanatory talks on the four-day workweek "ice cold". "We're seeking facts, just as the union is"³, he said. He

¹"The Four Day Week", Executive Voice, FORTUNE, magazine tape, March 1971.

²"Have a Long Weekend", Economist (London), May 22, 1971, p. 92.

³"Four-Day Workweek: How Practical Is It?", Industry Week, February 1, 1971, p. 11.

went on to mention that Chrysler is willing to test any innovation that might reduce absenteeism, which approaches 20 per cent in the industry on Mondays and the day after each payday.¹ Particularly significant about the Chrysler-U.A.W. experiment is that Chrysler is the first major corporation to look at the four-day workweek in actual operation and in cooperation with a large and powerful union. Until the experiment, the other four-day week pioneers had been small, mostly non-union, principally non-urban manufacturing firms, service and retail companies.² As recently as mid-October, 1970, U.A.W. President Leonard Woodcock, Fraser's boss,³ was on record as opposed to the four-day week. His opposition at that time was his belief that it would lead to "moonlighting". Apparently persuaded by the efforts of Fraser and Chrysler, Woodcock said in January 1971, three months later, he had reservations about cutting the workday to 6 hours (with five days), but would accept the four-day week.

By February 1971, Woodcock was further quoted as saying that the four-day, 40-hour week is "not necessarily" a

¹Ibid.

²Wheeler, et al., The Four Day Week, p. 7.

³Woodcock, President of the U.A.W., did not attempt to overrule Fraser, a U.A.W. Vice-President for Chrysler Department.

major U.A.W. objective, but called the experiment "indeed noteworthy" and a "possible answer to the growing problem of absenteeism" in the auto industry.¹ Inasmuch as the U.A.W. is not affiliated with the AFL-CIO, it possessed the degree of independence necessary to conduct the experiment which an AFL-CIO affiliate would not have, due to the great pressures that would have been brought to bear against such an experiment due to the AFL-CIO executive board position in general opposition to the straight time terms of the experiment.

Fraser himself believes in the concept of the four-day week, and is well aware of the fact that until his union began experimenting with it that it had been used by only a few companies, characterized by a relatively small and non-union workforce.² He said:

Frequently some business need of an enterprise, largely unrelated to its relations with its workforce, motivated adoption of a workweek less than the standard five days. If only for these prior motivations, the instances of a reduced workweek will probably increase.³

It would appear that Fraser saw the shortened workweek as an

¹"Four-Day Workweek: How Practical Is It?", p. 11.

²Wheeler, et al., The Four Day Week, p. 36.

³Ibid.

inevitability and preferred to get on the bandwagon early, getting the best possible arrangement for his members, rather than being steamrolled by it later. He still sees pressure for it coming from management for the usual reasons (better productivity, less absenteeism, greater stability of the work force), but also sees it as an inevitability in light of the work and general attitudes of the younger people now entering the labor force. Fraser states that:

. . . larger numbers and percentage of youth in the national workforce will undoubtedly produce a greater willingness to innovate and experiment. Continuing rationalization of work processes in manufacturing industries will routinize and diminish the challenge and satisfaction to be experienced among weary jobs in industry.¹

As technology allows for greater productivity with fewer man hours of labor, workers in the future will look to other areas than their work in their efforts to find personal satisfaction and a sense of achievement. Fraser feels that this:

. . . will lead to a greater effort to increase the amount of time available for cultural and recreational activities. This can be achieved by a greater reduction in total work hours, or by rearranging the same number of weekly work hours in such a way as to better utilize existing non-work hours.²

¹Ibid.

²Ibid., p. 37.

Fraser's proposal to the company to study the four-day workweek was particularly unique in that it was basically union-initiated. An American Management Association study reported:

Not only did management introduce consideration of the flexible work schedule in 127 of the 138 four-day companies reporting the information, but organized labor failed to take the initiative in all but three of the twenty-one companies where employees are union-represented.¹

The agreement to make the four-day workweek study was signed by Chrysler and U.A.W. representatives on January 20, 1971. The study lasted until December, 1971. Numerous problems were encountered, including the one most often mentioned by four-day week innovators, the overtime provisions of the Walsh-Healey Act. In addition, Chrysler's three-shift 24-hour operation type plants could not adapt to the 10-hour day. The four-day workweek as a labor-management movement suffered a setback on December 13, 1971, with the following announcement from Chrysler Corporation:

For Immediate Use
Monday, December 13, 1971

Statement by William F. Bavinger, Chrysler Corporation
director-industrial relations, re: the Four Day
Workweek Committee:

¹Ibid., p. 12.

The joint committee of Chrysler Corporation and the United Automobile Workers, established in January 1971, to consider the feasibility of a four-day workweek, has decided to terminate any further study because of the many obstacles that have come to the forefront. We believe that a pilot program would not be feasible and that further study would not be productive.

It became apparent at an early date that plants with three-shift operations could not be included in any four-day week program and this would effectively eliminate more than 52,000 persons, or more than half of Chrysler's employees, from such a schedule.

Chrysler Corporation entered into this study with complete openness of mind and viewpoint, and it is with some reluctance and regret that we make this announcement today.

The Committee, which consisted of three members of the corporation and three from the union, has met several times since the agreement to make the study was signed on January 20, 1971.

The reasons for the decision to terminate the study include such obstacles as the Walsh-Healey Act, which requires time-and-one-half after eight hours per day on government work; other pay practice matters such as the union position that any work scheduled on Friday should be compensated at time-and-one-half; and there are certain benefit program problems. Another major obstacle is the substantial investment that would be required to increase storage facilities, and to modify receiving docks at various plants, the substantial addition of material handling equipment; and the necessity for increased inventory, the scheduling of plant maintenance and supplier company shipments.¹

¹William F. Bavinger, Chrysler Corporation, Director-Industrial Relations, "Statement Re: the Four Day Workweek Committee", Detroit, Michigan, December 13, 1971.

It should be noted that the Walsh-Healey Act is recognized by many managers as an impediment to successful implementation of the four-day, 40-hour workweek on a wide-scale basis. This is not a problem unique to Chrysler, but is common to all firms performing any Federal government contract work. Greater utilization of expensive plant and capital equipment is often a strong incentive to adopt the four-day week. This criterion obviously did not apply to the Chrysler example inasmuch as plant and equipment were already being utilized on a 24-hour a day basis and, as management stated, it would have been necessary, quite to the contrary, to expand plant and equipment to accomodate the workweek change. It would seem from an analysis of the Chrysler statement that not all the normal motivators toward workweek change were present at Chrysler. Plant and equipment were being "fully" utilized (in the industrial sense), and three-shift operations precluded the full implementation of the four-day, 40-hour workweek concept. While the overriding desire to reduce absenteeism and create a more stable workforce had been sufficient to convince the parties to experiment with the change, it became apparent that Chrysler, for the time being (i.e., Walsh-Healey Act and 24-hour operations prevailing), was not able to achieve any substantial improvements in overall operations due to the problems enunciated in the company statement.



Although the four-day workweek at Chrysler has been laid to rest for now, it is far from a permanently dead issue in the eyes of the U.A.W. Following the release of the Chrysler statement announcing the discontinuance of the experiment, Douglas Fraser held a news conference at which he articulated the union position concerning the discontinuance. He said that the company's decision is "regrettable"; that Chrysler "mentioned to us today a whole list of alleged obstacles." He said, "We think those obstacles could have been overcome." He expressed his belief that the workers favored the four-day, 10-hour day week, and said that "if an overwhelming number had been given the opportunity to make that decision, they'd have opted for the four-day week."¹ He agreed with the company that there were some problems, but didn't feel they were serious enough to warrant the discontinuance.

X He said that the overtime differences could have been negotiated, that there was a "great degree of enthusiasm on the part of the workers, particularly the younger workers . . . "² The President of U.A.W. Local 7, with union jurisdiction over

¹Douglas Fraser, press conference held at Chrysler Corporation plant, Highland Park, Michigan, December 13, 1971.

²Ibid.

the Chrysler Jefferson Plant in Detroit, concurred with Fraser's opinion and said that "something like 90-95 per cent" of the members he was in contact with favored retention of the four-day week. Interest, therefore, remains keen on the part of the U.A.W., and a return to the four-day week at Chrysler in the future could not come as a surprise, particularly if the provisions of the Walsh-Healey Act are legislatively amended to allow 10-hour days at straight time.

Customer and Client Relations

Manufacturers and other business organizations which are not required to confront their customers on a regular face to face basis in order to conduct business remain free to innovate extensively with their workweeks. Whether or not his car was manufactured on the day shift or the midnight shift is not significant to the ultimate consumer, the motorist. Those other organizations which must meet the public in the normal conduct of daily business must, however, take into consideration the impact which workweek changes have upon the customer or client, as the case may be. Banks, "meet the public" government agencies, retail stores, police departments, hospitals and other such service organizations must bear in mind the needs and preferences of their clientele in rearranging their

workweeks. Since September 14, 1970, the Home Savings Bank of Boston, Massachusetts has scheduled employees so that they work four 9-hour days each week. "We sell service to the public and must be open to give it," said John H. Guluzian, the bank's president.¹ The bank now provides regular service to its customers from 8:30 a.m. to 5:30 p.m., as opposed to its former 9:00 a.m. to 3:00 p.m. banking schedule. The employees all receive Saturday and Sunday off, in addition to one day off during the week on a rotating basis. As a result of this workweek rearrangement, the public, the bank, and its employees all have benefited. As the bank is located in Boston's business district, an increase in business has resulted now that customers can bank before or after their own regular workday. "Our people are crazy about it," says Mr. Guluzian. "The public likes it, too. We have roughly five applicants for every job in the bank. Absenteeism is down 75 per cent. Business is up greatly. We get more people on their way to work and on their way home."²

Considerable innovation has taken place in another area, police protection, a vital area of public service. Various

¹"How Four-Day Workweek Is Catching On", U.S. News & World Report, March 8, 1971, p. 43.

²Ibid.

sources indicate that as many as 600 police departments in the United States are currently utilizing the four-day workweek.¹ Lengthy studies made by two such departments, Huntington Beach and Long Beach, California, were made available to the author. Police officers in both departments were placed on the four-day, 40-hour workweek. The "high crime" hours are indicated by the monthly Long Beach Police Department computer print-out of the public's demands for service. They fall between 10:30 p.m. and 2:30 a.m. As a result, the following watch schedule was adopted when the Department started using the four-day week:

Watch #1	10:30 p.m.	8:30 a.m.
Watch #2	7:30 a.m.	5:30 p.m.
Watch #3	4:30 p.m.	2:30 a.m. ²

By overlapping shifts and varying the number of units used in the field at a given hour, the number of units was brought into close approximation with the number of calls for service. The actual number of units fielded are as follows:

✓ ¹Walter A. Kleinschrod, "The New Hours", Administrative Management, March 1971, p. 19.

✓ ²Letter to the author from William J. Mooney, Chief of Police, Long Beach, California, January 18, 1972.

<u>Hours</u>	<u>Units</u>
2:30 a.m. - 8:30 a.m.	12
8:30 a.m. - 5:30 p.m.	18
5:30 p.m. - 10:30 p.m.	24
10:30 p.m. - 2:30 a.m.	37 ¹

✓ It can be seen that the coverage during the high crime hours (37 units from 10:30 p.m. - 2:30 a.m.) is triple that during the hours when a minimum number of calls are received (12 units from 2:30 a.m. - 8:30 a.m.). During the two periods of comparison (February-August, 1970 and 1971) the following results were obtained: all arrests were up 21.4 per cent, drunk driving arrests were up 9.6 per cent. Clearly, the service given to the public had been improved, police morale had been improved (93.6 per cent voted to remain on the four-day, 40-hour week), and all at no extra cost to the community. The increased protection had been attained with no additional assets, purely by means of rescheduling of work hours.

✓ In Huntington Beach, California, two periods of the day were given primary consideration prior to rescheduling officers to the four-day week. The first period was from 9:00 p.m. to

✓ ¹Ibid.

2:00 a.m., when the rate of criminal occurrence is highest in that area and when most of the calls require dispatching two police units. The second time period was between 2:00 a.m. and 7:00 a.m., when there is a sharp drop in the number of calls for service. In switching to the four-day, 40-hour week, referred to as the "Ten Plan", the shift overlap during the first period, the 9:00 p.m. - 2:00 a.m. high crime period, increased the number of beat patrol units by 45 per cent. During the low call-for-service period, between 2:00 a.m. and 7:00 a.m., the number of beat patrol cars was reduced by 30 per cent.¹ As a result of implementation of the "Ten Plan" in Huntington Beach, the following results were achieved:

Response Time for Calls for Service

<u>8-Hour Shift</u>	<u>10-Hour Shift</u>	<u>Percentage Change</u>
<u>9:00 p.m. - 2:00 a.m.</u>	<u>9:00 p.m. - 2:00 a.m.</u>	
Code 3 ² - 2.34 minutes	Code 3 ² - 1.85 minutes	-32.0%
Routine - 17.00 minutes	Routine - 12.25 minutes	-38.7%

✓ ¹Huntington Beach Police Department Ten Hour Shift Study, Huntington Beach, California, January 18, 1972, p. 2.

✓ ²A Code 3 call is an emergency call requiring immediate response of a police officer.

<u>8-Hour Shift</u>	<u>10-Hour Shift</u>	<u>Percentage Change</u>
<u>2:00 a.m. - 7:00 a.m.</u>	<u>2:00 a.m. - 7:00 a.m.</u>	
Code 3 - 3.70 minutes	Code 3 - 2.00 minutes	-46.0%
Routine - 20.80 minutes	Routine - 19.20 minutes	- 7.7% ¹

In addition, a study was conducted of the Patrol Division's total field activity between the hours of 9:00 p.m. and 2:00 a.m. in an effort to evaluate further the efficiency of the "Ten Plan". The increased number of personnel on duty, at no extra cost to the taxpayers (in fact, 47.8 per cent less overtime than previously expended was utilized), resulted in the following:

Felony arrest: increased 18.60%

Misdemeanor arrest: increased 59.28%²

✓ Clearly then, the four-day week has provided a great advantage to these police departments through better scheduling of work hours and improved utilization of manpower at no extra cost to the taxpayers.

✓ Another service industry to adopt the four-day workweek in growing numbers is the hospital care industry. At least three New England hospitals--the Roger Williams General in

¹Ibid., p. 7.

²Ibid., p. 8.

Providence, and the Faulkner and the Deaconess--both in Boston--are trying out the four-day week. All three have reported improved efficiency in patient coverage, increased recruitment of nurses and other personnel, higher morale, and a drop in overtime.¹ Two Harris County, Texas hospitals also have found that they were able to increase the continuity of patient care as a result of utilization of the four-day workweek.

X One retail organization in California not only put its employees on the four-day week, but put its store operations on a four-day week, and even named the company "4 day Tire Stores". The chain (there are nine retail outlets) was deliberately established to operate on only the four peak selling days, Thursday through Sunday. Putting the emphasis on the hours of operation rather than on their product has been a success for Lansdale & Carr, a Newport Beach, California advertising agency which owns the "4 day Tire Stores". Customer relations surveys showed that the best tire sales days are Thursday through Sunday, evening hours included, when the man of the house has time to buy. During the first year of its existence, from August 1969 until August 1970, the plan worked so well that sales increased more than 400 per cent and

✓ ¹Ken Botwright, "The Four-Day Work Week Is Spreading", Parade, July 11, 1971, p. 16.

were still (as of April 19, 1971) climbing at a rapid rate.

"We don't care what the big boys do," partner Don Carr was quoted as saying in reference to the large tire dealers on the West Coast, "we are convinced we can sell more tires in four days than they can in seven--and at low operating expense."¹

While this firm did not provide increased service to its customers as did the banks and police departments, it nevertheless keyed its success to adapting its four-day workweek to the needs of its potential customers, namely being available to them all day on days when tires were likely to be bought.

✓ In the highly competitive automobile industry, Toyota and Volkswagen have gained a quick advantage over their domestic competition by providing dealer service six days a week, 10 hours a day through utilization of the four-day 40-hour workweek for their employees. They claim that it has had spectacular success in bringing in new business and creating customer satisfaction. Equipment that used to be idle over the weekend now is utilized 60 hours per week, instead of the previous 40, and repair capacity is expanded without increased square footage.²

X ¹Wilbur Cross, "The Four Day Week Is Coming Sooner Than You Think", Business Management, April 1971, p. 37.

✓ ²"Auto Repair Firms Study 40 Hour Week", Long Island Press, February 10, 1972, p. 34.

Viewpoints of Selected Workers

If there is one characteristic which predominates among workers exposed to the idea of the four-day, 40-hour workweek, it is the fact that they are more enthusiastic about it after actually experiencing it than they were when they first were presented with the concept. There are 286 men in the Patrol Division of the Long Beach, California Police Department. When the change to the four-day, 40-hour workweek was first announced, 89 per cent of them were in favor of the change; after three months, 93.6 per cent preferred it to the old standard of five days, 40 hours.¹ The Gallup Poll of selected American workers in March 1971, however, found that 45 per cent of men polled favor four days, that 49 per cent are for five days of 8 hours, and that 6 per cent are undecided. Riva Poor is quick to point out that there is usually a far greater variance than that in the Long Beach example cited above when comparing the percentage of workers in favor of the four-day week purely as an idea and the four-day week as a way of life. She told the Labor Department hearing examiner in September 1971 of her experience in this regard:

¹Mooney letter to author, p. 5.

Now generally, when firms go to the rearranged workweek they poll their employees beforehand, asking them are you willing to try this out or not. The kind of statistics that we get from that is that usually 75 per cent are willing to try it out, okay. Then the next step is after they have tried it out for awhile, the employers generally go back and say all right, do you want to continue with this or not.

By and large they get in the 90 per cent, 98 and 99 per cent, which is not unheard of. This says to me that with increased familiarity and with increased experience of the rearranged workweek the fears of change are reduced and the actualities of the change are appreciated. More positive attitudes seem to emerge with experience.¹

Her feeling that the Gallup Poll results are not valid in forecasting the future of the movement would seem to be borne out by the reactions of selected workers who have lived the four-day workweek, as opposed to Gallup's sample of people who evaluated it as a concept only. An early study of 148 workers in thirteen four-day firms was conducted in July and August, 1970. One hundred and thirty-six of 148 workers felt pleased, or very pleased, about the four-day workweek. Only twelve reported feeling very displeased (2), displeased (5), or indifferent (5).²

The Harris Manufacturing Company of Johnson City, Tennessee, makers of oak and maple flooring, placed its 150

¹Hearings, pp. 33-34.

²Four Days, Forty Hours, p. 106.

employees on the four-day workweek in January 1971. Two months later, the employees were polled. The questionnaire was completed by 80 per cent of the workers. Ninety-nine per cent of the employees responding indicated that they were very pleased (67 per cent) or pleased (32 per cent).

At the conclusion of a ninety-day test period of the four-day workweek, 61 out of 63 Huntington Beach, California policemen reported that they would like to see the Department retain the 10-hour patrol shift. The Faulkner Hospital in Boston, Massachusetts reported that, after one year of using the four-day workweek in the Nursing Department, there was a 21 per cent increase in average length of service. Because the hospital had previously been experiencing a turnover problem, the Director of Personnel concluded from these statistics that the program had been highly successful. Out of 124 respondents to a questionnaire distributed to City of Atlanta, Georgia employees working the four-day, 40-hour workweek, 101, or 81 per cent, favored the four-day workweek. Respondents were requested to indicate their preferences on a scale of 1 through 5, 1 being strongly in favor, and 5 being strongly against. The average response was 1.83, which indicates a fairly strong favorable response.

While there have been cases of employees deciding to return to the five-day week, the great majority of those firms the author came into contact with found that their employees were overwhelmingly in favor of the four-day workweek. Additionally, those desiring to revert were usually employees in very small companies, while satisfaction with the innovation grew as companies got larger.

Numerous reasons were given by employees for satisfaction with the shortened workweek. Janice Neipert Hedges, an economist in the Office of Economic and Social Research, Bureau of Labor Statistics, feels that the:

. . . apparent willingness of many workers to maintain the same weekly hours (and extend the workday) in order to achieve longer weekends suggests that the preference for larger blocks of leisure instead of reductions in the workweek may be at least as strong now as in the 1960's.¹

This preference for larger blocks of leisure time, as opposed to reductions in the workday, is manifested in the manner in which many four-day workers report utilizing their three-day weekends. Many workers greatly increased their

¹Janice Neipert Hedges, "A Look at the 4-Day Workweek", Monthly Labor Review, October 1971, p. 34.

participation in leisure time activities and many likewise began to participate in activities that they hadn't been involved with at all previously. One study of 137 workers revealed a 319 per cent increase in swimming and boating activities, a 200 per cent increase in the purchase of vacation homes, a 152 per cent increase in travel, and a 100 per cent increase in movie, theater and concert-going.¹ The four-day workweek is an economic plus to workers who see it as an opportunity to save one day's commutation costs each week, to buy one less lunch, or, in the case of some, to moonlight three days a week instead of two. The same study showed a 283 per cent increase in moonlighting.

Some representative samples of worker reaction follow:

On Saturdays when he finishes work, mustached policeman Robert Padilla of Long Beach, California piles his wife, four kids and German shepherd into their new Dodge camper-van and takes to the woods for three days of camping. "I'd be miserable," he says, "if we had to go back to a five-day week."²

When she leaves City Hall in Atlanta, Georgia, 19-year-old Carol Stamey, a stenographer, is off for three days with her husband and two small children at their home in rural McDonough, 30 miles away. "I save on carfare," says Carol, "I see more of the

¹Four Days, 40 Hours, p. 116.

²"The Spreading Four-Day Week", Newsweek, August 23, 1971, p. 63.

children, I can do more gardening, and we have more time for weekend trips."¹

Warren Pierce, a head electrician in the Pacific Southwest Airlines maintenance shop, said that his fellow workers jokingly refer to their added leisure as "honeydew weekends" because with the extra time at home their wives are always saying "Honey, do this, or Honey, do that." "But it works out well for me," continued Pierce. "It gives my wife and me more time to share in leisure activities."²

Another advantage often mentioned by "four-day people" is the opportunity to engage in activities on their extra weekday off (usually Monday or Friday) unhampered by weekend crowds. A "4 day Tire Store" employee, Bedros (Pete) Margossian, says that "the beach looks a lot better on Mondays than it does on crowded weekends."³ Mrs. Lynn Charice, an employee of Meisel Photocrome Corporation in Atlanta, Georgia, says, "Now I have the luxury of shopping when there are no crowds."⁴ Crowd-free golf courses, bowling alleys and tennis courts are other benefits often mentioned by four-day people.

¹Ibid.

²Robert L. Parrish, "PSA Thrives on Four-Day Week for Employees", Airline Management, July 1971, p. 33.

³John A. Jones, "Leisure Time: Four Day Week Fast Emerging", Los Angeles Times, October 9, 1970, p. 7.

⁴"Workweek is Catching On", U.S. News, p. 41.

If there is one group which has shown what may be considered a substantial amount of resistance to the four-day, 40-hour workweek, once implemented, it is the working mothers who perform double duty as housewives. At one manufacturing company 20 per cent of the female work force resigned when a 4-40 schedule was initiated. They cited fatigue and long hours, especially when added to the chores they still had to face at home at the end of the day.¹

¹Cross, "Four-Day Workweek", p. 36.

Perspective of Government

Up to the time of this writing the federal government, and state and local governments, have been dealing with the four-day work week from very different approaches. The federal government has been principally an onlooker and planner, while state and local governments have been relatively active participants. The Department of Labor's Employment Standards Administration held extensive hearings on the topic in September 1971. Although the Nixon Administration has not taken an official position on the bill which would, in effect, make the four-day, 40-hour workweek practicable for all government contractors (S. 2463, introduced on August 6, 1971 by Senator Marlow Cook of Kentucky), certain statements have been made by the Secretary of Labor which may indicate current sentiment within the Executive Branch. In testifying before the Subcommittee on Labor of the Senate Labor and Public Welfare Committee concerning a bill (S. 1861, introduced by Senator Harrison A. Williams, Jr. of New Jersey) which would more firmly entrench the 8-hour day on the American labor scene, Secretary of Labor Hodgson testified, in part, as follows:

S. 1861 would amend section 7 of the act to provide for the payment of at least time and one-half the employees' regular rate of pay for all hours worked in excess of 8 in any workday.

As you know, recently much attention has been focused on the growing number of firms adopting a four-day workweek. The latest estimates indicate that there are at least 100 firms presently operating on some form of the four-day workweek.

While most of these firms are small, several large firms are also considering adoption of the four-day workweek, including Chrysler Corporation, American Motors Corporation, and International Business Machines Corporation. Questions have already been raised concerning the application of the 8-hour standard under the Walsh Healey Act and the Contract Work Hours and Safety Standards Act by firms desiring to adopt a four-day workweek. The 8-hour requirement apparently poses serious scheduling problems for firms desiring to work more than 8 hours a day as part of their four-day workweek plan. This scheduling problem plus the increased costs resulting from compliance with the overtime requirements could have a significantly adverse effect on any decision to adopt the four-day workweek.

In addition to four-day workweek plans, other alternatives are also under consideration as means to reduce working hours, for example, more and longer vacations, more official holidays, improved pension and retirement plans, and greater use of informal arrangements for more leisure time for the worker.

In view of the growing interest in the four-day workweek and the problems already being encountered with the 8-hour standards under the public contracts laws, I believe that adoption of such a standard under the FLSA, the federal law with the greatest applicability to hours of work, would be inappropriate at this time.¹

¹Honorable James D. Hodgson, Secretary of Labor, testimony before Subcommittee on Labor of the Committee on Labor and Public Welfare, United States Senate, Washington, D. C., May 26, 1971, pp. 30-31.

In so testifying, the Secretary of Labor leaves open the Administration's option to fully support legislation designed to further the aims of four-day week activists at a later time. Extensive planning is taking place in at least one Federal agency, the Social Security Administration, to experiment with the four-day, 40-hour workweek, when and if legislative approval is obtained. As the nation's largest single employer, however, the federal government itself remains constrained by law¹ from scheduling its own employees on a four-day, 40-hour basis, except in unusual circumstances.

Such is not the case for most state and local agencies. The states of Florida and California and the cities of Honolulu and Omaha have authorized feasibility studies.² Further, the Executive Department of the State of California has presented a proposed statute to the state legislature which would authorize the governor to make the normal workweek of state employees four days.³ The greatest incidence of four-day workweeks among public employees seems to be in various police departments. At least 27 police departments throughout the

¹5 USC 5543

²Carmen D. Saso, The Four-Day Workweek (Chicago: Public Personnel Association, 1972), p. 2.

³Ibid.

nation are known to be currently operating on a four-day workweek, with the highest concentrations of officers being on duty during peak, evening, high-crime periods.

In addition to law enforcement agencies, pilot projects have been started in other municipal service areas. Atlanta, Georgia has four city divisions on the program. In addition, there is participation in various public works activities in Miami Beach and Miramar, Florida; Fort Worth, Texas; Peoria, Illinois; Milwaukie, Oregon; and Chatham County, Georgia; as well as employees of the Division of the Department of Parks and Recreation in the State of Washington.¹ One obstacle to further implementation of the four-day workweek both by government agencies and private industry has been legislation restricting the daily hours of work for women. This obstacle, however, would appear to be falling by the wayside. The constitutionality of this type of legislation is in doubt because of probable preemption by the Civil Rights Act of 1964.² In California, in June 1970, laws limiting women's working hours were also ruled discriminatory.

¹Ibid.

²42 USC 2000, e-2

As of now, then, there is considerable experimentation with and implementation of the four-day workweek in state and local governmental agencies. In the federal arena, however, little progress has been made. H.R. 11437 (introduced by Representative William A. Steiger of Wisconsin) and S.2463, previously mentioned, have both been in the hands of Congressional committees for over six months.

Hearings have neither been held nor scheduled on either bill. Because of the considerable national union opposition to any legislation which would make a 10-hour workday at straight time rates common practice, it is not anticipated that action will be taken on either of these bills in 1972, an election year.¹ The political peril into which legislators who would publicly support such union-opposed measures would fall precludes Congressional action on these proposals for at least another year.

In light of the recent and growing criticism portraying government institutions as being unresponsive to the citizenry, examples of which include John Gardner's Common Cause and Ralph Nader's activities, the four-day workweek may well prove a viable force for improving government responsiveness. The

¹Telephone interview with Mr. Rick Scanlon, Assistant to Senator Marlow Cook, March 10, 1972.

10-hour day enables municipal agencies to provide longer periods of service to taxpayers on a daily basis. This may be accomplished at no extra cost through a staggering of days off. The example of such a successful program in Atlanta, Georgia may well portend things to come in this area.

Society in General

It is not the author's intent in this section to look into a crystal ball and see "four-day America", but rather to present what are considered by some to be possible results which would come about as a result of a change to the four-day workweek by our society in general.

There is great concern today about the environment, and about air pollution in particular. Many four-day advocates are quick to point out the benefits that would accrue as a result of workers commuting by automobile to work four days a week. Some claim that there would be an immediate 20 per cent reduction in automotive exhausts being emitted into the atmosphere. Others claim still that there would be greater reductions, inasmuch as the less crowded highways would permit motorists to complete their journey in a shorter period of time, thereby further reducing the period of time automobiles are operated, with the resultant further reduction in exhaust emissions.

Because most of the firms which have made the transition to the four-day workweek cite increases in production and profits, others see it as at least a partial solution to the unemployment problem. One survey of 143 four-day companies revealed that production was up in 62 per cent of the cases (remaining the same in 35 per cent and decreasing in only 3 per cent), and profits were up in 51 per cent (remaining the same in 45 per cent and decreasing in 4 per cent).¹ On this subject, Senator Marlow Cook has said:

. . . I have every indication to believe the 4-40 plan will reverse the spiraling climb of unemployment. This rearranged workweek will permit firms to operate profitably, thus enabling retention of workers. In cases where the margin of profit is considerable, the 4-40 will also foster the opening of new company branches, thereby spreading job opportunities. Clearly then, what the economy needs at this time is the 4-day, 40-hour workweek.²

Another benefit often predicted is the creation of new jobs in leisure-time industries; jobs created by virtue of the need to provide recreation for the worker who now has approximately 52 extra days of leisure per year. In an article just prior to his death in 1959, Dr. Sumner Slichter,

¹Wheeler, et al, The Four Day Week, p. 19.

²Senator Marlow Cook, testimony before the Senate Subcommittee on Labor, September 27, 1971.

the distinguished U.S. economist, government adviser, and Harvard professor, foresaw such a possibility and said:

Articles that cost so little and are so useful in passing leisure time that they might be purchased in greater quantities under a four-day week (include): books, tobacco, spectator sports, whiskey and spirits, small gardening tools, seeds and inexpensive plants, small inexpensive TV sets, inexpensive fishing gear, moving picture tickets, artists brushes and paints, non-durable toys and sports equipment, and some education (correspondence courses).¹

The experiences of 137 workers surveyed as to how they utilize their extra day off when working a regular four-day workweek would seem to indicate that there has been some benefit to leisure-oriented industries.²

Regular participation in athletics showed a 65 per cent increase, fishing and hunting increased by 95 per cent, and participation in hobbies was up by 123 per cent. There was a 100 per cent increase in attendance at ballgames, fights, hockey games, movies, theater, and concerts.³

¹Dr. Sumner Slichter, "How the Four Day Week Would Affect U.S. Marketing", Printer's Ink, October 9, 1959, p. 69.

²Poor, 4 days, 40 hours, pp. 116-117.

³Ibid.

CHAPTER IV

THE FOUR-DAY WEEK AS AN EVOLVING STANDARD IN THE UNITED STATES

Management Posture and Planning

In this chapter, the author will look at those changes which have already taken place, as well as those currently taking place, and expected to continue, which may be identified either as aids, or hindrances, to the evolution of the four-day week as a standard in the United States. Riva Poor believes that within the next five years fully 80 per cent of industry will convert to the four-day week or to a similar flexible schedule.¹ There are a number of factors which should be examined in formulating an opinion as to whether this prediction will prove accurate. Dun's Review, a business-oriented publication, conducted a survey of 300 corporate presidents and chairmen who make up its Presidents' Panel.² The replies received give a good indication of current top management

¹Louis R. Mortimer, "The Four Day Week: Recent Trends in Workweek Rescheduling" (Washington: Congressional Research Service, 1971), p. 18.

²Neil A. Martin, "Can the Four-Day Week Work?", Dun's Review, Volume 98, July 1971, p. 40.

posture and planning with regard to the future of the four-day week. The majority of Dun's Review panelists concluded that a shortening of the workweek is definitely "the wave of the future for Americans."¹ The report quoted President Richard L. Gelb of Bristol Myers Company as follows when speaking on the supposed inevitability of the four-day week: "Inevitable seems somewhat strong. But we predict that more and more companies will experiment with variations of the four-day week."²

It should be remembered that the great majority of "four-day companies" in the United States to date have been small companies. Out of 140 four-day companies cited in an American Management Association report, the number of employees on a four-day plan ranges from a low of two in a management consulting firm to a high of 2,400 in a furniture manufacturing company.³ The large industrial giants, with few exceptions (e.g., the previously discussed Chrysler experiment), have yet to engage heavily in four-day week operations. The reason for this, the panelists agree, is the difficulty that would be

¹Ibid.

²Ibid.

³Wheeler, et al, The Four Day Week, p. 8.

encountered by the large, capital-intensive manufacturing companies which operate around the clock. The results of the Chrysler experiment would indicate the validity of their concern for attempts at utilizing four 10-hour days in 24-hour operations. Aside from doubts about the possibility of ever scheduling four-day workweeks in 24-hour operations, another point expressed by the panel is its concern for productivity. Chairman Robert B. Pamplin of Georgia-Pacific Corporation, stated:

I think industry would be making a terrible mistake if it went to a four-day week. It would merely make us more non-competitive in world markets, for I am sure productivity would decrease.¹

While the statistics available to date on four-day, 40-hour firms would seem to indicate that productivity has increased, this fear is no doubt predicated upon another concern of top management, this being the belief that unions would quickly use the four-day, 40-hour workweek as a foot in the door to a four-day, 32-hour week. Dun's Review reports that the "panelists are almost unanimous in their belief that if the four-day week were to become a reality, the 32-hour week

¹Martin, "Four-Day Week Work?", p. 40.

would not be far behind."¹ A further challenge to the claims of increased productivity by four-day proponents was offered by Chairman Rodney Gott of AMF, Incorporated, who said: "I do not believe that lower productivity would be eliminated. It would simply be moved to Thursday."² In general, then, these 300 leaders of American industry currently believe that there remains a host of problems to be ironed out before they will advocate a general transition to a four-day workweek as a standard. Their position is summed up by President James W. McSwiney of the Mead Corporation:

For most of the companies who have tried the four-day week thus far, each had a particular set of circumstances or reason for adopting it; that is, recruiting problems, excessive absenteeism, elimination of undesirable work practices. Where such conditions exist and the composition of the work force is adaptable to it, we think it worth trying on at least a pilot-plant basis. But we are not prepared, at least at this juncture, to endorse it as a universal panacea . . . we regard the four-day week as one facet in the probably inevitable trend toward more leisure time and less time at work in steadily increasing affluent society. But we had better look before we leap into a blanket endorsement and adoption of the four-day week for all American industry.³

¹Ibid.

²Ibid.

³Ibid.

These American executives may be well advised to take into account in their deliberations the recent reports that there are 100 four-day firms currently in operation in Australia¹ and 17 in Canada.² In light of the abovementioned concern about competition in world markets, this trend may well bear close watching by American firms which engage in foreign trade.

Evidence of the intense management interest in this topic was further indicated by the attendance at an American Management Association Briefing Session held in June 1971, at which attendance exceeded the expectations by better than three to one. An AMA survey of 811 AMA member companies also shows intense activity. Although only 43 companies surveyed (5 per cent) currently have a four-day week in operation, 142 others (18 per cent) reported that they are currently planning or evaluating a four-day week.

Further evidence of the large-industry viewpoint comes from the statement of Joseph P. Matturro, Director of labor

¹Poor's Workweek Letter, Cambridge, Massachusetts, July 1, 1971, p. 3.

²Poor's Workweek Letter, Cambridge, Massachusetts, January 15, 1972, p. 1.

management relations of the National Association of

Manufacturers:

Many of the employers that have been going to the four-day week have in fact implemented schedules of less than 10 hours a day. One important consideration I think should be understood is that management will not innovate with the four-day week, 8-hour work day, 32-hours a week, or even the 4-10 unless there is going to be an increase in productivity. Point of fact, to go to a four 8-hour day week at the same pay increases labor costs approximately 10 per cent. If productivity doesn't increase by at least that amount, management will not innovate.¹

In view of the fact that the National Association of Manufacturers is the recognized spokesman for industry on the national level, this stated concern for productivity increases may well be considered the chief concern of industry in any negotiations to shorten workweeks. In addition, the added emphasis currently being given to nationwide productivity increases by the various organizations executing President Nixon's Economic Stabilization Program gives added emphasis to the requirement for productivity increases in return for shortened workweeks or increased wages. In fact, at least one firm, the John Hancock Mutual Life Insurance Company of Boston, was prevented from conducting a four-day week experiment during

¹"Issues", WRC Radio Station, Washington, D.C., radiocast, January 2, 1972: "The Four-Day Week", narrator, Dr. Lowell Ditzen.

the 90-day wage/price freeze. The Office of Emergency Preparedness ruled that the experiment, which would have reduced the weekly work hours of 290 employees from 37½ to 35 hours with no reduction in weekly salary, constituted a wage increase.¹

Labor and Worker Roles

With the previously discussed exceptions of the United Auto Workers and the American Federation of Government Employees local representing the Social Security Administration Workers in Baltimore, there has been little initiative on the part of organized labor to move toward a four-day, 40-hour workweek. Of 139 AMA member companies on the four-day workweek, employees in only 21 are unionized, and in 18 of the 21 unionized companies the initiative for the change came from management.² As in all labor relations situations, labor and management officials adopt the roles of advocates for their own respective interests. The current positions, simply stated, are 4-40 versus 4-32. Due to the relative newness of the concept, there has been little in the way of negotiations

¹Letter from Peter Janetos, Second Vice President, John Hancock Mutual Life Insurance Company, Boston, Massachusetts, February 1, 1972.

²Wheeler, et al, The Four Day Week, p. 8.

to date between major corporations advocating the 4-40 approach and major unions seeking the 4-32 workweek. The historical patterns of such negotiations would indicate that a middle ground would eventually be reached after years of negotiations and several contract cycles. The possibility of a 4-36 compromise must be given serious consideration. Recent productivity gains achieved by industry and passed on to workers have been almost exclusively taken in the area of increased wages. Janice Hedges, a Labor Department labor economist, recently stated:

It's interesting to note that during the 1960's workers took only about eight per cent of the increased productivity in reduction of work time. And most of that reduction of work time . . . was to an increase in the lumps of leisure . . . they took it in more holidays, and longer vacations, a relatively minor part in reductions in the weekly hours.¹

Frequently, labor union officials who express an opinion on the proposed four-day, 40-hour workweek cite their fear of worker fatigue, which they expect will result from 10-hour days, as one of the principal reasons for their opposition to the concept. They claim that the 10-hour day

¹"Issues", WRC Radio Station.

will tire workers to the point where the industrial accident rate will rise. S. Frank Raftery, the General President of the International Brotherhood of Painters and Allied Trades, told the Labor Department hearings:

We are certain that the safety problem we face will be multiplied manifold if employees change to a 10-hour day, since exposure to such materials (epoxies and various spray materials) and conditions for that period of time would, in our opinion, be intolerable to the health of our members.¹

Thomas A. Hannigan, representing the International Brotherhood of Electrical Workers, added that "fatigue increases as the day wears on at an increasing rate and, thus, the chance of an accident increases."² Most other union officials testifying at these hearings similarly protested that the 10-hour day would indeed cause fatigue and increase the chance of accidents. There are a couple of factors which must be considered in weighing this "fatigue-accident" objection. One study of 30 firms whose workers are on the four-day workweek drew 20 replies to a question concerning accident rates both before and after implementation of the shorter workweek.³ Of the 20 firms

¹Hearings, p. 96.

²Ibid., p. 113.

³James W. Hoose, Rearranged Work Week Survey, Michigan Seamless Tube Company, 1971, p. 6.

replying, three indicated a reduction in the accident rate and 17 indicated no change.

There was no evidence in this or any other study known to the author which would indicate that a four-day workweek, with workdays in excess of 8 hours per day, leads to increased accident rates. Another factor to be considered is the actual length of the new workday under the four-day schedule. One report indicated that 30 per cent (35/119) of the companies which had implemented the four-day workweek had reduced the total weekly hours below 40, in some cases as far down as 32.¹ Further studies conducted in 1970 by the Department of Labor, of labor agreement covering 5,000 workers or more, revealed that agreements covering some 3.5 million workers called for a 40-hour workweek, but that agreements covering an additional 400,000 had provisions for workweeks under 40 hours.² The points to be considered here, in light of the "fatigue-accident" objection raised by labor union officials, are twofold:

1. Actual experience indicates that accident rates have not increased and have, if anything, decreased in four-day firms;

¹Wheeler, et al, The Four Day Week, p. 11.

²U.S. Department of Labor, Characteristics of Agreements Covering 5,000 Workers or More, (Washington, D. C.: U.S. Government Printing Office, 1970), p. 36.

2. Thirty per cent of all AMA-member, four-day firms and ten per cent of all regular five-day firms having labor agreements (and included in the Labor Department studies) already operate for less than a 40-hour workweek.

These factors may tend to weaken future official union opposition to the change based on concerns over fatigue-caused accidents alleged to be caused by schedules calling for regular 10-hour workdays.

Impetus of Consumers, Clientele and Constituents

Indications to date are that the reactions of consumers, clientele, and constituents may well serve as an impetus to acceptance of the four-day workweek as a standard. The success of the "4-day Tire Store" chain in California is indicative of the kind of consumer acceptance which can force other retail outlets to tailor their hours of operation to the periods when consumers are most willing to shop. In addition to the tire chain, a New York-New Jersey appetizer-delicatessen chain keeps its retail stores open only from Thursdays to Sundays, concentrating on the weekend suburban business.¹ The apparent success of the City Hall experiment in Atlanta, Georgia, whereby municipal services are now scheduled at the convenience of the

¹Cross, "Four Day Workweek", p. 37.

taxpayer (as opposed to the convenience of employees alone) shows promise as a solution to one of the most talked about problems in public administration circles today, the non-responsive, inaccessible government agency. What motorist who has spent many cold hours standing in line on the last day of December, January, or February in order to renew his motor vehicle registration wouldn't rejoice at the opportunity to receive this service on a weeknight or a Saturday? The eagerness of Social Security Administration officials to run a pilot test in their Baltimore headquarters office demonstrates the faith which some government officials place in the four-day workweek's ability to help provide better service to the public.

There is some concern on the part of executives in service-oriented industries as to how the four-day workweek would affect customer pressure on those service industries. Such a viewpoint was expressed by an executive at Northern Illinois Gas Company, Marvin Chandler, who said:

Friday might become a favorite day to request service from us, since the wage earner or earners would be home. Eventually the customer pays for higher costs such as overtime.¹

Kenneth E. Wheeler, President of Wheeler Associates,

¹Martin, "Can the Four Day Week Work?", p. 40.

Inc., a Lowell, Massachusetts consulting firm that specializes in advising companies on the four-day workweek, is quick to reply to this type of criticism of the four-day workweek:

Finally, to quote one remark connected with service industries; "The public will rebel against a structure where services are further curtailed." There is no intent to decrease service, and in fact service can be increased by proper scheduling and staggering of personnel. The business does not go on four days; people do.¹

Wheeler suggests that companies such as Illinois Gas may respond to the varying demands placed upon them by "four-day clientele", by scheduling a greater proportion of their service personnel to work 10 hours on Fridays, at straight time. This would seem to negate the concern expressed by Chandler about incurring overtime costs in order to satisfy changing demands.

The previously mentioned success enjoyed by Volkswagen of America as a result of utilizing the four-day, 40-hour workweek with dealer service areas open six days a week, has drawn an American giant into the picture. John C. Bates, head of General Motors' dealer service, says that GM's interest is recent, but that he travels the country preaching the merits of the four-day week, six-day operation to dealers in suburban

¹Kenneth E. Wheeler, "The Forum", Dun's Review, September 1971, p. 99.

and rural areas.¹

It is practically impossible to go through a day without hearing or reading about the steadily increasing problem of crime. The dramatic improvements recorded by the police departments which have utilized, most effectively, the high saturation of patrol units made possible through four-day scheduling can be expected to cause public support for further expansion in this area. Neighboring areas not afforded this added protection may well become the scene for public outcry demanding the implementation of the system, which has already proven itself capable of providing added protection with no increase in tax costs.

In general, then, the desires of consumers, clientele and constituents may reasonably be expected to put pressure on retailers, service organizations, and public officials to provide the expanded services not only made possible and desirable through rescheduling, but made increasingly more essential by the rescheduling of the workweeks of the consumers themselves. The improved effectiveness and profitability of entities which have already made the switch augurs well for such a change.

¹"Auto Repair Firms Study 4-Day Week", Long Island Press, (Detroit - UPI, February 10, 1972), p. 34.

The New Worker Attitudes

One factor which may help to usher in the four-day workweek as a standard in the United States is the changing significance of work itself in the life of the new worker. In 1968, Eli Ginzberg, Chairman of the National Manpower Advisory Committee, said that with the steady reduction of the workweek,

A great many individuals are becoming more interested in their avocations than in their work. I am impressed with the large number of Americans who are enthusiastic about their boating, their gardening, their politics. They apparently invest much more of themselves in their avocations than in their jobs.¹

One engineering firm which switched to the four-day workweek regretted the change in attitude towards work which it observed in its employees. An official of the firm said that, "Engineers who tended before to work late and come in on Saturdays . . . suddenly changed their pattern They found themselves reoriented and thinking in terms of leisure time instead of their work."²

The obvious charm which the four-day workweek holds for new workers who are seeking longer periods of time (three-day weekends, et al) away from their work is obvious to

¹Cross, "Four Day Work Week", p. 37.

²John Cunniff, "Four Day Week Shakes Up All Sides Affected", Long Island Press, February 22, 1972, p. 20.

companies which have made the change. Turnover rates have greatly diminished and recruiting has been greatly eased. When news leaked out that the United Services Automobile Association, the largest private employer in San Antonio, Texas, was going to the four-day week, twice as many applicants as usual showed up at its employment office the next morning.¹ The C. A. Norgren Company, of Littleton, Colorado, reported that applications for employment jumped 300 per cent during the week after it announced its four-day week and that applications have held at that level.

The trend is clear--the leisure ethic is beginning to replace the protestant ethic long spoken of as part of the American social system.

Rudolph Oswald, the AFL-CIO economist, expresses the point of view of a union leader who senses this changing worker attitude, when he speaks of the labor movement's desire to satisfy the new worker's needs:

I think really we're trying to obtain more leisure so that a person can really live as a person; so that he can use his time to express and to do the things that he wants to do as a person, that he's not tied down precisely to the job, which is obviously necessary for the income of most people, but that he

¹"Insurance Sells Itself on the Shorter Week", Business Week, September 4, 1971, p. 70.

can use the free time to do a variety of things. If that person's interests are hunting or fishing, or as we would say, his own thing, that's what he should be doing. If it is in the cultural areas, this should be the area. If it's in terms of increasing education, or if it's in do-it-yourself, and this is really what we're trying to do, to allow the person to live as a person and to do the things that he wants to do . . . to allow him to live as he wishes.¹

What many people seem to be pointing to is a dramatic shift in the very meaning of a person's work in his style of life. Previously, a person's work was the most controlling factor in his life. He scheduled his recreational and other leisure-time activities around his job. The decreasing percentage of hours taken up out of each week by work is now enabling people to acquire more and more leisure-time pursuits. The feeling seems to be that the skilled worker who, for example, might have quit a bowling team that bowled on his overtime night ten years ago might very well today change jobs in order to accomodate his bowling schedule. There are a number of reasons why this new worker attitude has been able to flourish. A few opinions have been offered. Joseph Matturro, a National Association of Manufacturers representative, says:

¹"Issues", WRC Radio, January 2, 1972.

We have a work force that is getting younger and younger each year. I've heard . . . read opinions where the so-called protestant ethic of "work is good" is not necessarily held by a lot of the youth today; that, maybe work is good, maybe it's bad . . . There are various reasons why we're going to . . . less than the five-day workweek. But I guess the main reason would be . . . those that brought about technological changes and . . . a desire to use more time for leisure . . . I think the affluence of our society . . . have given the younger people in our work force this ability to take that type of an attitude. My peer group never went through a depression era. We certainly didn't experience World War II, very little memory of the Korean War, and we've got a greater choice as to what we want to do.¹

Those who assess this new attitude seem to feel, in general, that it is a result of two factors, basically: 1) the desire of younger workers to center their lives around other than their jobs; 2) the ability of modern technology to allow this attitude to flourish without any resultant worker deprivation. The desire to center their lives around other than their jobs has become evident in the demands workers have recently been making upon their employers. The thirteen-week vacation granted currently to many steelworkers every fifth year is one example. The expressed preference for "blocks of leisure" (extra vacation or additional holidays) as opposed to reductions in the workday is another.

¹Ibid.

During the 1960's the average number of vacation weeks per employed person increased from 1.3 to over 1.7 weeks. Paid vacations and holidays together constituted a record two-fifths of the estimated 50-hour total reduction of annual worktime in the decade of the 1960's.¹ While these rapid gains in the area of vacations and holidays were being made, the average workweek itself was only slightly reduced from 40.5 hours to 39.6 hours.² During the decades of the 1950's and 1960's, annual productivity gains averaged 3.1 per cent.³ The U.S. Department of Labor's Bureau of Labor Statistics has projected a similar growth rate for the 1970's. Thus, the potential for increased productivity gains being passed onto workers in the 1970's remains the same. These gains may be taken by workers in three basic ways:

1) financial gains; 2) reduction in workweek; 3) increase in "lumps of leisure". If the entire gain in productivity projected for the 1970's were to be taken in leisure time, the workweek could be reduced to 29 hours by 1980.⁴ However, it is expected that past patterns will prevail, and productivity gains

¹Geoffrey H. Moore and Janice N. Hedges, "Trends in Labor and Leisure", Monthly Labor Review, February 1971, p. 5.

²Ibid.

³Ibid.

⁴Ibid.

will be divided between greater real income and more leisure time. The potential for a four-day workweek grows, nevertheless, as productivity continues to increase. Whether the new amounts of leisure time available will again be taken in additional vacation time and new holidays, or whether the three-day weekend will grow in popularity, remains to be seen. But it is reasonable to assume that the new worker attitudes will lead to more total time away from work in pursuit of leisure-time activities, and that those activities will dominate, more and more, the major portions of future workers' lives.

Governmental Influences

The influence which governmental bodies, principally the various branches of the federal government, will have upon the adoption, or non-adoption, of the four-day workweek as a standard in the United States is considerable. Already, the Congress is being blamed by many four-day advocates for the inability of many willing companies to make the switch. Government contractors bound by the Walsh-Healey Act and the Contract Work Hours Standards Act find it currently impossible to switch to the four-day workweek without incurring severe overtime penalties. In its role as a legislator, then, government will play a large part in the future of the four-day workweek. S. 2463, which would amend the abovementioned laws

and permit adoption of the revised workweek (without heavy overtime costs) by government contractors, remains in Committee. No hearings have been held or scheduled and the bill is no closer to law now than it was on the day when it was introduced, August 6, 1971.

The federal government is currently the largest single employer in the United States. In its role as an employer, therefore, its adoption of, or failure to adopt, the four-day workweek as a standard for its employees will be significant in itself. Four-day advocates stress that they are not supporting the operation of government agencies on a four-day-per-week basis, but accentuate the positive aspects of scheduling employees on a four-day, 40-hour basis, and operating agencies on a five, or even six-day basis, 10 hours per day. The many industries which rely on government agencies as a major, or even sole, source of income would soon follow the lead of government, it may be assumed. However current federal legislation, embodied in Title 5 USC, prohibits scheduling federal employees on a regular basis for other than five consecutive 8-hour days. Once again, the Congress, as well as the Executive Branch, will have to make the decision. To date, various federal agencies have requested waivers to conduct 4-40 experiments, but have been unable to receive

approval from either Congress or the Executive Branch.

In its roles as guardian of the environment and provider of mass transit, the government may also find a friend in the four-day workweek. Dr. Geoffrey H. Moore, Commissioner of Labor Statistics, U.S. Department of Labor, recently observed that "for the moment, at least, it would seem to be easier to compress the workweek than to solve our problems of urban congestion." "Indeed," he continued, "it would even help to solve them." He suggests that perhaps the Environmental Protection Agency "will find this to be a good reason for getting on the four-day, 40-hour bandwagon."¹ The immediate reduction, by 20 per cent, of the amount of automotive pollutants emitted into the atmosphere above the cities by workers commuting to their jobs in private automobiles would be a significant benefit to the environment. Additionally, it may be presumed that 20 per cent fewer busses and trains would be needed. The pressure on all mass transit facilities, in many cases already overtaxed, would be relieved by 20 per cent during commuter hours. Additionally, the deficit-producing mid-day runs of these facilities would find a new source of

¹Dr. Geoffrey H. Moore, "Measuring Leisure Time", The Conference Board Record, July 1971, p. 53.

income from workers utilizing them to attend ballgames, visit museums, and pursue other newly found leisure-time activities.

In general then, there is reason to believe that the four-day workweek may aid mass transit authorities in their efforts to optimize usage of available facilities, often scarce as a result of funding problems and currently overcrowded and inadequate during peak periods.

As a result of numerous inquiries received by the Department of Labor concerning the four-day, 40-hour workweek, public hearings were held on September 7-9, 1971, by an agency of that Department, the Employment Standards Administration. The purpose of the hearings was to determine whether or not "an administrative change in, or waiver from, the present daily overtime standards" of the Walsh-Healey Act or the Contract Work Hours Act "would be in the public interest at the present time."¹ The Department of Labor subsequently reported that there was currently no "persuasive or conclusive evidence" that such a change would be advantageous. The Administration has come no closer to taking an official position on the general merits of the four-day, 40-hour workweek than this

¹"Four-Day Forty-Hour Workweek", Federal Register, Vol. 37, No. 51, March 15, 1972, p. 5416.

statement. For the time being it would appear that neither the President nor the Secretary of Labor is interested in taking a public position on the merits of Senator Marlow Cook's S. 2463, either. Their position would appear to be one of watchful waiting.

The four-day workweek has now spread its influence into the halls of the Congress itself. Congressional interest in the four-day workweek is no longer limited to the support given the innovation by Senator Cook's bill. Senator Lloyd Bentsen of Texas and Representative William Hongate of Missouri both decided to experiment with the revised schedule in their Capital Hill offices. Reactions were split. Hungate's decision to partially discontinue the schedule was based on "hardships for the married women participating" and the decision that "the press of Congressional business made it necessary for the key aides to be available."¹ The schedule remains in partial use by Bentsen now, and provides for an extra day off every other week for each of the eight people concerned. Bentsen is apparently keen on modern management concepts. It is reported that before being recently sworn in

¹"Bentsen Office Tries 4-Day Week", Roll Call, Washington, D. C., March 23, 1972, p. 5.

for his first term as a U.S. Senator, he commissioned a management consultant survey of the most efficient way to set up a Congressional office.¹ The current hour-day workweek pilot program, still underway as of this writing, will last eight weeks, after which it will be evaluated.

¹Ibid.

CHAPTER V

SUMMARY AND CONCLUSIONS

Summary

The four day workweek is still a new concept and an even newer practice. Although the number of full-time American workers currently on a four-day week, or a similar schedule, is admittedly small, their numbers are growing daily. In November, 1970, Riva Poor reported that approximately 36 firms were utilizing this managerial innovation. By July, 1971, she reported that 367 firms were on the new workweek, a tenfold increase in eight months. Two months later, in an article appearing in the Washington Post, in its Labor Day edition appropriately, Poor reported that no less than 670 companies, employing approximately 130,000 persons, or approximately one-fifth of 1 per cent of the American labor force, had made the conversion. While still a small movement in terms of the country at large, its rapid geometric growth brought it to the attention of many in management circles. By the end of 1971, over 1,500 articles had appeared in various magazines and business publications dealing with the topic. Senator Marlow Cook reported its growth rate to the Senate Subcommittee on

Labor hearings, in September, 1971, as "four firms per day".

✓ In this study the evolution of the standard workweek in the United States was described, beginning with the period around 1840 when such matters were first recorded. In that year, President Martin Van Buren established a 10-hour day in all government industries. The next truly significant happening was the five-day workweek, initiated by Henry Ford in the early 1920's and firmly established in Ford's plant operations by 1929. It was extremely enlightening and amusing to read some of the things Ford's critics were saying about his five-day workweek at that time. The same arguments which were offered then against Ford are currently being offered by opponents of the four-day workweek. One of the most interesting items discovered was a National Association of Manufacturers Pocket Bulletin published in Washington, D. C. in 1926. At that time, less than 5 per cent of the nation's workers had switched from the six-day workweek to the five-day workweek. Its title was, "Will the Five-Day Week Become Universal? It Will Not!" The five-day workweek did become universal, and the total weekly hours worked grew smaller. Although different sets of statistics showed minor differences, there was a general consensus that the workweek of 51 hours in 1909 had decreased to about 40 hours by the end of World War II. From that time until

about 1968, the basic workweek remained almost exclusively at the five-day, 40-hour level, with few exceptions (e.g., powerful electrical unions in the construction trades). In 1969 and 1970, the first groups of four-day companies began to emerge. There is a section on the growth of the movement. Because there is so much current activity in this area, the figures are constantly changing, but it would be safe, as well as reasonably accurate, to say that the number of workers now on the new schedule is well over 100,000, but short of 1 per cent of the full-time American labor force of approximately 84,000,000.

✓ The advantages and disadvantages of the four-day workweek were looked at from the points of view of management, organized labor officials, workers, government officials, consumers and the society in general. The obvious efficiencies available in some areas (e.g., better police coverage during peak crime periods, and opportunities for greater usage of expensive office equipment such as computers with no increase in personnel) were examined, as were the obviously difficult situations for innovation of this type (e.g., a plant which sees the four-day workweek as an incentive to reduce absenteeism and turnover, but which already has three 8-hour shifts operating throughout the 24 hours each day).

Having examined the advantages and disadvantages in Chapter III, there was an evaluation of the four-day workweek as an evolving standard in Chapter IV. The roles which management, labor, and workers will play in determining how soon (and if) this standard becomes a reality were examined. The influences of consumers, citizen groups, and the attitudes of the new worker were evaluated. Finally, the role of the Government as employer, legislator and guardian of the environment was discussed.

The primary purpose of conducting this research study was to examine the origins of the five-day, 40-hour workweek, to study the pros and cons of the four-day workweek, and to attempt to assess its future in the United States.

Conclusions

As a result of extensive research conducted over a six-month period during late 1971 and early 1972, the following conclusions have been drawn and supported by sufficient evidence to warrant giving them the status of feasibility:

1. The four-day workweek, as a standard workweek in the U.S., will continue to grow in the immediate future.

✓ There is no indication that the growth rate is slowing. While still in the infancy stage, its current geometric growth pattern has been rather substantial and, if continued at its present rate, may well encompass a substantial part of the workforce in this decade.

- ✓ 2. The four-day workweek is still not understood by many people who will grow to understand its content, value, and implications in the near future.

✓ Throughout the available literature on this topic, there is a great misunderstanding as to the implications of the term "four-day week". Many immediately think of the four-day, 32-hour workweek. While this is a stated goal of organized labor, it has been achieved in only the rarest of instances. Far more prevalent is the four-day workweek consisting of 40 hours of work. In some instances, there is evidence of four-day workweeks, in substantial numbers, consisting of workweeks of 39, 38, 37, and 36 hours. In general, the subject needs far greater exposure and understanding before it can be given a fair assessment. The public simply has not yet been educated adequately to its ramifications.

3. Neither labor nor management will immediately achieve the results they predict for the four-day week.

✓ I. W. Abel, the powerful President of the United Steel Workers Union, has stated that he intends to gain a four-day, 32-hour workweek for his members in 1974. John O'Donnell, Vice-President for Industrial Relations at Bethlehem Steel, and a member of the industry negotiating team that will negotiate with Abel, told the author, in a visit to The George Washington University, that "Abe (his name for I. W. Abel) won't get it, and he knows it."¹ The conclusion was made that labor's 4-32 will meet head on with management's 4-40. This pertains to industry in general, not just steel. The opening public stances have been taken. But there is reason to conclude that management doesn't expect labor to work the 4-40 without receiving the benefit of some of the productivity increases this innovation has proven itself capable of providing. Likewise, labor doesn't expect management to hand it an outright gift of a 20 per cent reduction in the workweek, gratis, with no reduction in pay. The solution may become apparent, that is, a four-day workweek, with weekly hours of from 32 hours upward toward a figure short of 40, a figure which will be a happy medium, a point where the benefits achieved by the innovation have been divided fairly

¹Conversation with John O'Donnell, Vice-President, Industrial Relations, Bethlehem Steel Corporation, during his visit to The George Washington University, March 22, 1972.

between labor and management. This point, perhaps 36 or 38 hours, will be arrived at through negotiation and experience itself.

4. The federal government will play a significant role, but not in 1972.

This is an election year in America, a Presidential election year, one in which all of the House of Representatives, and one-third of the Senate, is up for re-election. There is strong feeling about the four-day workweek in the hierarchy of the AFL-CIO. The same is true in important business organizations. The Labor Department hearings confirmed that. Because very few high public officials are willing to take a stand on Senator Marlow Cook's bill, S. 2463, particularly in this election year, there is likely to be no action on it at all until 1973.

✓ The Executive Branch has made no significant pronouncements on the matter. Even after lengthy hearings, the Labor Department was non-committal at best. Numerous calls to the offices of Senators and Representatives in positions to take action, positive or negative, on attempts to amend the Walsh-Healey Act and other legislation which would make the four-day workweek practicable, usually drew an official "nothing has been done yet; no hearings have been held, and none are scheduled." Further probing of legislative assistants often drew guarded admissions

admissions that no one is willing to "anger labor" or "cross up big industry" during this election year. However, the number of Capitol Hill people who knew all about the four-day workweek leads to the conclusion that action may well be forthcoming in the legislative area, but not until after the elections of November, 1972.

5. The four-day workweek is readily adaptable to some areas immediately.

X There are some areas of endeavor in which there may be an early adoption of the new workweek. The desirability of it in police work is the most obvious example right now. Police departments have actually been able to increase manpower by 50 per cent during high crime hours, reduce incidence of crime, provide better protection to the public and to the individual officer, who now has more help from fellow officers during busy hours, and is therefore safer. The four-day, 40-hour workweek has provided the means to achieve these improvements at no added cost to the taxpayer.

✓ In the manufacturing or service industries, where production may be currently impeded by a shortage of capital equipment or sophisticated office equipment (e.g., computers and accounting machines), the four-day week is a ready solution. The opportunity to receive 50 hours of production per week

instead of 40, achieved solely through a rescheduling of employees at no additional cost, is available to many companies who will make use of this innovation. The West Coast airline that improved its billing operation and, therefore, its cash flow, solely by going from 5-40 to 4-40 for its billing department employees (the department itself went from 5-40 to 5-50), is a perfect case in point.

6. The four-day workweek will become the predominantly standard workweek in the U.S., although it will not achieve the same degree of prevalence as the current standard of five day, 40 hours.

Those industries, particularly in manufacturing, which operate on a 24-hour basis, with three shifts, and with the same functions being performed by three different workers throughout the day, will have the greatest difficulty in adapting to the four-day workweek. As an example, the automobile manufacturing industry was examined. If a worker installs a particular part on cars on an assembly line which runs 24 hours a day, there is an enormous problem. If he and the other two shift workers who perform that task are put on a four-day, 40-hour workweek, the men would be assigned to starting times such as:

Monday	-	8 a.m.
Tuesday	-	2 p.m.
Wednesday	-	8 p.m.
Friday	-	2 a.m.

This would obviously be unacceptable and would not work. For this reason, putting shift workers in a 24-hour plant on the four-day workweek is not practical.

✓ The second group to be considered is the group currently working five days, which may switch to four days, but whose operation will continue five days, or even six days a week. Service organizations may fit into this category. As Kenneth Wheeler stresses, innovators are putting people, not companies, on a four-day week. The motor vehicle bureau employees who work four 10-hour days in an office that can stay open to serve the public for five, six or even seven 10-hour days in peak periods is an example of this type of person.

✓ The third group, the group expected to lead the movement into the four-day workweek, is the members of the one or two-shift manufacturing or service organizations, which can extend their five day, 40 or 80-hour operation into five day, 50 or 100-hour operations. The reason that this group may lead the way is because of the opportunities for greatly increased productivity of expensive capital equipment. An owner of capital equipment is paying for the use of that equipment every minute

of the day. Technology moves forward, and new equipment will make his equipment obsolete in a given period of time. The all important ROI, or return on investment measurement, will enable manufacturers to see the four-day, 40-hour week for employees (five days, 50 hours of operation for equipment), with staggered days off, as a method of improving return on investment by approximately 20 to 25 per cent. The example of the bleach company in Pennsylvania which used exactly this reasoning makes the point. If businessmen have to pay overtime to run their equipment over 40 hours per week, the overtime costs may make it unprofitable, or less profitable, to do so. But if they can achieve this gain in productivity by a rescheduling, and they apparently can, one and two-shift manufacturers may be making the change in large numbers as the four-day week receives wider recognition.

✓ The case for the four-day workweek has been made. It will work extremely well for some service organizations immediately, will come more slowly but surely in manufacturing (of less than three shifts), but will not be adopted in 24-hour, three-shift manufacturing operations with man-to-man contact relief procedures. The leisure-time industries will expand and provide some jobs, traffic congestion and air pollution will be somewhat abated, and most Americans will adjust to their new

standard four-day week until, as CNA Financial Corporation, Chicago, declared in an advertisement in January, 1971, another day comes: "The four-day week will be here . . . to stay until it goes to three."

A statement was attributed 16 years ago to a campaigner in another election year. He said that the time was "not too far distant" when Americans would be working only four days a week and "family life will be even more fully enjoyed by every American."¹ The campaigner was then Vice-President Richard M. Nixon.

¹John A. Jones, "Leisure Time", Los Angeles Times, October 9, 1970, p. 1.

APPENDIX I

Average Weekly Hours for Production Workers in Manufacturing, 1909-1962

<u>Year</u>	<u>Hours</u>	<u>Year</u>	<u>Hours</u>	<u>Year</u>	<u>Hours</u>
1909	51.0	1932	38.3	1947	40.4
1914	49.4	1933	38.1	1948	40.0
1919	46.3	1934	34.6	1949	39.1
1920	47.4	1935	36.6	1950	40.5
1921	43.1	1936	39.2	1951	40.6
1922	44.2	1937	38.6	1952	40.7
1923	45.6	1938	35.6	1953	40.5
1924	43.7	1939	37.7	1954	39.6
1925	44.5	1940	38.1	1955	40.7
1926	45.0	1941	40.6	1956	40.4
1927	45.0	1942	43.1	1957	39.8
1928	44.4	1943	45.0	1958	39.2
1929	44.2	1944	45.2	1959	40.3
1930	42.1	1945	43.5	1960	39.7
1931	40.5	1946	40.3	1961	39.8
				1962	40.4

Source: Employment and Earnings Statistics for the United States, 1909-62, Bulletin No. 13121-1, Bureau of Labor Statistics, U.S. Department of Labor, Washington, D. C., 1963, p. 35.

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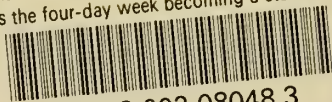
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